2011

THE MOTIVATION OF NPO WORKERS FOR ACCEPTING INTERNATIONAL ASSIGNMENTS

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THE MOTIVATION OF NPO WORKERS FOR ACCEPTING INTERNATIONAL ASSIGNMENTS

by

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A DISSERTATION

Submitted to
H. Wayne Huizenga School of Business and Entrepreneurship
Nova Southeastern University

in partial fulfillment of the requirements
for the degree of

DOCTOR OF BUSINESS ADMINISTRATION

2011

A Dissertation
Entitled

THE MOTIVATION OF NPO WORKERS FOR ACCEPTING INTERNATIONAL ASSIGNMENTS

by

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2011

CERTIFICATION STATEMENT

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Signed 

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ABSTRACT

THE MOTIVATION OF NPO WORKERS FOR ACCEPTING INTERNATIONAL ASSIGNMENTS

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This dissertation explores the underresearched topic of the motivation of non-profit organizational (NPO) workers for accepting international assignments (IAs). In the literature review, the motivation and reasons for working and living outside the home country by multinational corporate expatriates, international migrants, and long-term international volunteers are summarized. With the reasons for expatriation distilled from the literature, a self-determination theory (SDT) approach, and open-ended questions, the motivations for NPO workers to accept IAs are factor analyzed and triangulated using data from a sample of more than 140 Christian mission and humanitarian workers originating from 25 countries and representing 48 sending organizations.

Four NPO worker motivation profiles are tentatively identified and described using cluster analysis of the SDT motivations and Kruskal-Wallis analysis of the reasons of accepting an IA, individual cultural values, organizational commitment, and demographic variables. The NPO worker cluster groups include the Caring Internationalist, the Self-Directed Careerist, the Obedient Soldier, and the Movement-Immersed Worker.

The findings hold implications for international human resource managers toward the effective recruitment, selection, training and development, career management, and support and encouragement of NPO expatriates with the goal of an increase in the incidence of expatriation assignment success.

ACKNOWLEDGEMENTS

Although the credit for completing a doctoral degree is bestowed upon the successful candidate, it is important to recognize that the accomplishment would not be possible without the tangible support and substantial encouragement of many including professors, colleagues, friends, and family.

I would like to recognize and thank the following:

- My Heavenly Father for wisdom, understanding, and insight when I oft needed it most.
- Dr. Barbara Dastoor as dissertation committee chair for the leadership, guidance, and advice generously provided during the dissertation process. Your detailed and prompt responses to manuscript submissions made the process feel accomplishable.
- Dr. Mike Bendixen as methodologist for the challenges and growth opportunities presented with a supportive attitude. Thank you for making time in your schedule to sometimes meet and other times respond to the call for guidance and assistance. In particular I appreciate the professional and academic mentorship I received from you.
- Dr. Ruth Clarke as dissertation reader for providing clear direction and topic support in the early phases of the dissertation process as well as encouragement and continual interest displayed throughout the process.
- Southern Adventist University and its School of Business and Management for providing financial support and time throughout the doctoral study and dissertation process. In particular Dr. Don Van Ornam, the dean, who displayed confidence in me and cheered me along the journey.
- The leadership of organizations such as Christian Hospitality Network (Paul Cowell), who gladly supported the study, allowed access to their members, and encouraged their members to participate in the study.
- The questionnaire respondents who participated in the study. Thank you for your time to give thoughtful responses. Your honest answers provided the basis of the conclusions discussed in this dissertation.
- Petro, my wife, and Abri, Nick, and Zak, our children, for patiently and courageously enduring the hardships that a part-time dissertation process brings to family relationships. Your unconditional love, encouragement, and emotional support through the years are particularly appreciated.
- Debbie Hicks for patiently checking references and editing the manuscript.
- Many others, family and friends, who helped in more ways than perhaps realized through conversations, questions posed, and providing support in a multitude of ways.

To all the above… I could not complete the dissertation without you. Thank you.

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CHAPTER I

INTRODUCTION

Research Problem

Problem and Subproblems

The purpose of this study is to explore what motivates nonprofit sector workers to accept international assignments (IAs).

Subproblems. The following are subproblems that evolve from the main research problem:

1. How do different types of motivation proposed by self-determination theory (SDT) combine into distinct profiles?
2. How do cultural variables (e.g., individualism/collectivism, power distance, etc.) impact motivation?
3. How do organizational relationships (e.g., organizational commitment) impact motivation?
4. How do work-experience variables (e.g., tenure, profession) impact motivation?
5. How do economic variables (e.g., development distance) impact motivation?
6. How do demographic variables (e.g., age, gender, family size and status) impact motivation?

Background and Justification

Research on the motivation for undertaking expatriation assignments focus mostly on the reasons why the sending organization staff international positions with nonnatives (Belderbos & Heijltjes, 2005; Boyacigiller, 1990; Downes & Thomas, 2000; Edstrom & Galbraith, 1994; O'Donnell, 2000). Other researchers explore variables that influence the willingness of employees to accept IAs (Brett, Stroh, & Reilly, 1993; Landau, Shamir, &

Arthur, 1992; Mendenhall, Dunbar, & Oddou, 1987; Noe & Barber, 1993). Tung (1984) identifies the motivation to accept an IA as a key success factor for expatriation assignments. This finding is later reaffirmed by Tung (1987) in a study to identify the causes of expatriation failure in American multinational corporations (MNCs).

However, little research has been done to understand the motivational factors from the expatriate employee's perspective. Dunbar's (1992) study lists some 10 motivational factors that are grouped into extrinsic and intrinsic motivators. Fish and Wood (1997) explore Australian home-based expatriate managers' motives for accepting assignments in East Asia. A recent study (Dickmann, Doherty, Mills, & Brewster, 2008) compares organizational perspectives and individual motives for engaging in expatriation.

Studies on managing the personnel function of expatriation (also referred to as international human resource management) traditionally focus on MNCs with a for-profit objective. By comparison, studies on personnel management in the nonprofit sector are few. Teegen, Doh, and Vachani (2004) suggest that it is time to recognize that there are three players in international business. Beside the traditional two players, the private sector (businesses, corporations, and firms) and the public sector (national and local government), there is civil society comprised of nongovernment organizations (NGOs), nonprofit organizations (NPOs), and religious organizations that are a subset of NPOs.

A unique motivation factor that often applies to NPO workers is altruism. Several researchers have identified that NPO workers earn lower wages (Preston, 1989) and receive fewer fringe benefits (Emanuele & Simmons, 2002) because they "donate" their time "for the opportunity to work for an organization whose mission they support" (Emanuele & Simmons, 2002, p. 33). The role of altruism may differ among assignees with different backgrounds. For example, in organizations where IA appointees originating from more-developed countries are sent to stressful environments with few financial incentives and lower wages, the motivational role of altruism is likely to be important. However, this may not be true in the case of transpatriate appointees from less developed countries who may receive both increased opportunities (e.g., international travel, international schooling for their children) and financial rewards from an IA compared to what they would normally receive in their home base.

The contribution of this study is twofold. Firstly, it applies the self-determination theory (SDT) of motivation to the decision to accept an international appointment. Secondly, it concentrates on the nonprofit sector, more specifically religious organizations, in contrast to the focus of prior studies that concentrate on MNCs in the for-profit sector.

Definition of Terms

In the broader realm of human resource management, employees can be categorized into two main groups. Firstly are the domestic employees – those who originate and work in the parent organization's home country. They do not leave their home country and therefore do not fall into the general definition of expatriate.

The other group falls in the domain of international human resource management and consists of five subcategories. First, there are those who originate from the country of the parent organization, and work and live in some other country for the long term (more than one year); they are *expatriates* (Hodgetts, Luthans, & Doh, 2006) or parent country nationals (Cullen, 1998). Second, there are those who originate from countries other than the parent organization's home country and who have been appointed to work and live in the parent organization country over the long term (e.g., a Zambian working in the USA based headquarters); they are *inpatriates* (Harvey, Price, Speier, & Novicevic, 1999; Hodgetts et al., 2006).

A third group is individuals originating from countries other than the parent organization's home country who are appointed to work and live in a third country over the long term (e.g. a Zambian working in Thailand for a USA based NPO); they are *transpatriates* (Adler, 2000) or third-country nationals (Cullen, 1998). Fourth, there are nationals of a host country working for a subsidiary of the parent organization in that host country (e.g., a Zambian working in Zambia for a USA-based NPO); they are host country nationals (Punnett, 2004). The fifth group consists of individuals referred to as *flexpatriates* (Mayerhofer, Hartmann, & Herbert, 2004) who are caught up in the emerging trend of alternative forms of IAs (Scullion & Collings, 2006), usually for short periods of time (less than one year) in a particular country, including commuter assignments, rotational assignments, and short-term contractual assignments.

The first three subcategories (expatriates, transpatriates, and inpatriates), which fall within the traditional broader definition of expatriation, is the focus of this study while the last two subcategories is not. In a general sense, *expatriate* refers to employees who leave their "native country to live elsewhere" (Merriam-Webster Online Dictionary, n.d.), suggesting a longer term involvement with the host country. Therefore, more specifically, the definition for *expatriation* used in this study consists of expatriates, inpatriates, and transpatriates.

In this study the terms *expatriation* and *expatriated* refer to the general definition including all three forms, while *expatriate* refers to those individuals who through citizenship, or permanent residency, claim the same country as the NPO as their home base. The term *transpatriate* refers to individuals appointed by headquarters to international positions in countries other than their home country or the NPO's home base. *Inpatriates* refers to nationals of countries other than the NPO's home base who are appointed to positions in the NPO's parent country.

Delimitations

This study focuses on internationally based workers of Christian missionary and humanitarian sending organizations.

Limitations

The research is limited to a sample of expatriate and transpatriate workers of Christian missionary and humanitarian sending organizations and thus the findings may not be applicable to other nonprofit organizations.

Data was gathered from workers on IAs regarding their motivations for accepting such appointments. Since assignments can have duration of multiple decades, it is possible that respondents' reasons may change over the lifetime of the assignment. Motivation of current workers to accept IAs may therefore not be extrapolated to pre-embarkation appointees. Similarly, data collected from pre-embarkation appointees on their motivation for living and working abroad may not explain the motivation for remaining in IAs.

The study was constrained by time, financial resources, and language. With expatriate and transpatriate missionary workers active in more than 150 countries in which the various sending organizations have a presence, time and cost prohibit the use of interviews and other qualitative methods of data gathering. Furthermore, because of the varied cultural and language backgrounds of the respondents and the researcher, language and cultural issues are potential problems inherent with the design, content, and translation of questionnaires, the evaluation of scales, and the interpretation of meaning.

Significance

The exploration of this study is an attempt to provide an understanding of worker motivational factors for accepting IAs in the nonprofit sector. Its findings contributes to scholarly research and literature on international human resource management and on the selection of expatriates and transpatriates for NPOs.

For practitioners, enhancing the understanding of the factors that motivate workers to accept and remain in IAs can assist administrators of international human resource management departments to (a) more effectively attract and select international appointees, (b) train, develop, and manage the careers of workers toward better performance, and (c) more appropriately implement the organization's compensation and reward structure (Fish & Wood, 1997).

Assumptions

The researcher assumed the following regarding this study:

1. Motivational factors are identifiable and measurable phenomena.
2. Both motivation and willingness to accept IAs are dynamic. The reason(s) that initiate interest in working abroad may differ from the rational for accepting an IA and may differ from the motivation to remain in the expatriate position.
3. Appropriate data was collected on the motivation for accepting IAs through the completion of the carefully designed questionnaire.
4. Respondents honestly and openly answered questions in the instrument.
5. Analysis of responses revealed reasons for accepting IAs.

Research Approach

Literature Reviewed

Several areas in the literature were reviewed, including:

1. Motivation theory. A review of motivation literature is done to become aware of both the traditional motivation theories including intrinsic-extrinsic motivation, and any emerging theory that relates to accepting expatriation. Of particular interest was the role that altruism and social consciousness plays in motivation theory.
2. Migration theory. Often IAs for NPO workers are the result of them volunteering for overseas positions. This is not dissimilar to the choice migrants make to leave their home country in order to move and live abroad in a foreign nation. This is potentially true for NPO expatriates who originate from less developed countries. Thus theories of migration may provide insight to the motivation for NPO workers to accept positions abroad and remain living and working internationally.
3. Volunteerism and prosocial behavior. Reviewed the literature on volunteering to understand the dimensions of altruism and its relation to motivation theory.
4. Expatriation. International human resource management literature, particularly as it relates to the management of expatriation and the employee willingness for expatriation, is reviewed.
5. Foreign direct investment. International business literature, specifically topics relating to the rationale of MNCs for using IAs, is reviewed.
6. Cultural values. Reviewed the literature on cultural dimensions, particularly as it pertains to risk averseness and the individualism/collectivism dimensions to provide insight to the decision and willingness to expatriate.
7. Organizational commitment. Reviewed the pertinent literature as it relates to the relationship of these organizational relationship issues with that of cultural values and motivation theory.

Conceptual Empirical Design

The developed instrument was available online for all expatriate workers and their spouses to complete. The Christian Hospitality Network (CHN) provided access to attendees of their Missionary Getaway retreats and offered their support for the research project. In addition, a snowball approach was used starting with the researcher's personal contacts that fall within the study population description. Scales in the instrument were tested for reliability and validity before analyzed and the findings interpreted.

The survey instrument consisted of constructs for autonomous motivation, organizational commitment, and cultural values. Further, to assess consistency in responses, a list of reasons and two open-ended questions on the reasons for accepting an IA were used. In addition, questions relating to demographics of the respondent and particulars of the IA were included for categorization and analysis purposes.

CHAPTER II

REVIEW OF LITERATURE

Introduction

Understanding individuals' motivation is challenging. Our motives are often complex and conflicting. As individuals, we may not even know what our motives are, and at the same time, there may be multiple reasons for our choices and behaviors. This ambiguity is even more distinct for a multifaceted decision such as whether or not to accept an IA. The matter becomes more complex in the context of IAs for NPO workers when external social pressures dictate normative motives, while the individual deals with family and personal motivations that may be in conflict with the normative expectations.

A study of the motivation for the acceptance of IAs among NPO workers is in essence looking at the intersection of three knowledge areas consisting of motivation for work (or behavior), motivation for international migration, and motivation for volunteering. The first area is the work motivation of individuals employed by the private sector. More specifically, in this area the motivation of multi-national organizations (MNOs) and their employees engaging in IAs are examined. This includes reasons MNOs have for using IAs, and the employee willingness and motivation for choosing and accepting to work internationally. Because MNO IAs are typically longer than a year in duration, a second related knowledge area to consider is the motivation for international migration. International migration is defined as living outside one's home country for more than one year (Wennersten, 2008). Further, this topic is of interest because often expatriates continue living abroad after the assignment ends or after they leave the employment of the organization (Wennersten, 2008). The third knowledge area of particular interest relates to the motivation for volunteering and the related topic of altruism. It is known that financial rewards (Preston, 1989) in NPOs are substantially

lower than comparable jobs and responsibilities in the private sector because NPO workers "donate" their time "for the opportunity to work for an organization whose mission they support" (Emanuele & Simmons, 2002, p. 33).

In Figure 1 the intersection of these three knowledge areas in the domain of motivation and the resulting seven related topics is illustrated. The focus of this study is on the center intersection of the three circles–the motivation for expatriation among NPO workers and how it relates to national culture dimensions and organizational commitment. Motivation for expatriation among NPO workers appears to be an under-researched topic, as little literature exists that specifically addresses issues relating to the subject matter. Although other topics such as reasons for long-term international volunteering (e.g., Peace Corp) and NPO activism are related and of some interest, they are not the focus of this study. Therefore, the first part of this chapter is a review of the three related knowledge areas before focusing on SDT as a motivation theory to integrate the related concepts into a working model with propositions.

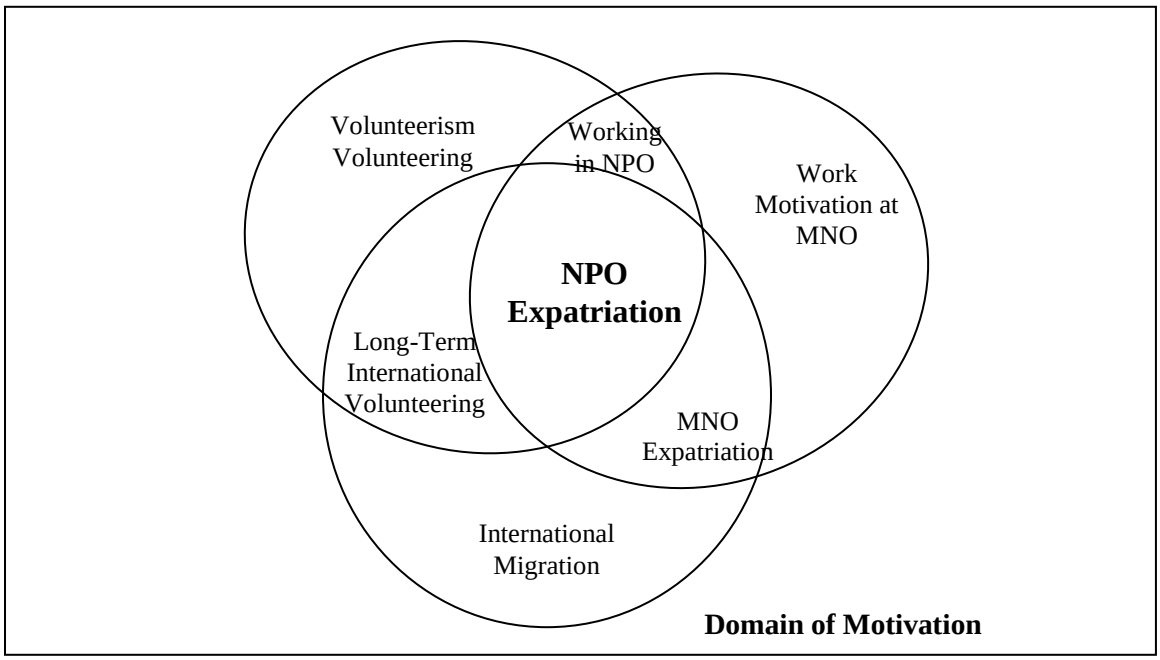


Figure 1. NPO expatriation, the focus of this study, at the intersection of work motivation, international migration motivation, and volunteering motivation.

More specifically, the literature review chapter is structured as follows. First, there is an overview of MNO rationale to use expatriation followed by a listing of factors that moderate firms' use of expatriation. Next, the willingness and motivation of private-

sector employees for choosing and accepting IAs is explored. Second, there is a brief review of the literature on the motivation for international migration and migration theory. Then, to complete the three overlapping knowledge areas of interest, an overview of the literature relating to the motivation for volunteering is presented. In the process of reviewing the literature on the three main topics (MNO expatriation, international migration, and volunteering), the discussion includes the intersecting topics of motivation for long-term international volunteering and motivation for working in NPOs. With the foundation of literature relating to private-sector expatriation, international migration, and public/civil-sector volunteering established, a brief overview of traditional motivation theory is given before discussing SDT as a framework within which to integrate the various concepts into a motivation model appropriate for NPO IA motivation. The motivation for expatriation is then related to organizational-individual relationship concepts, more specifically organizational commitment. The literature review chapter ends with a set of propositions derived from literature relating to the three knowledge areas and the question under study.

Forms of Expatriation

In the broader realm of human resource management, employees can be categorized into two main groups. First are the domestic employees—those who originate and work in the parent organization's home country. They do not leave their home country and, therefore, do not fall into the general definition of expatriate.

The other group falls in the domain of international human resource management and consists of five subcategories. First, there are those who originate from the country of the parent organization and who work and live in some other country for the long term (more than one year); they are expatriates or parent country nationals (Cullen, 1998). Second, there are those who originate from countries other than the parent organization's home country and who have been appointed to work and live in the parent organization country over the long term; they are inpatriates (Harvey et al., 1999; Hodgetts et al., 2006). A third group is individuals originating from countries other than the parent organization's home country, who are appointed to work and live in a third country over the long term; they are transpatriates (Adler, 2000) or third-country nationals (Cullen,

1998). Fourth, there are nationals of a host country working for a subsidiary of the parent organization in that host country; they are host country nationals (Punnett, 2004). And finally, the fifth group consists of individuals referred to as flexpatriates (Mayerhofer et al., 2004), who are caught up in the emerging trend of alternative forms of international assignments (Scullion & Collings, 2006), usually for short periods of time (less than one year) in a particular country, including commuter assignments, rotational assignments, and short-term contractual assignments.

The first three subcategories (expatriates, inpatriates, transpatriates), which fall within the traditional broader definition of expatriation, represent the focus of this study while the last two subcategories (host country nationals, flexpatriates) do not. In a general sense, *expatriate* refers to employees who leave their "native country to live elsewhere" (Merriam-Webster Online Dictionary, n.d.), suggesting a longer term involvement with the host country. Therefore, the definition for *expatriation* used in this study consists of expatriates, inpatriates, and transpatriates.

In this study the terms *expatriation* and *expatriated* refer to the general definition including all three forms, while *expatriate* refers to those individuals who through citizenship, or permanent residency, claim the same country as the NPO as their home base. The term *transpatriate* refers to individuals appointed by headquarters to international positions in countries other than their home country or the NPO's home base. *Inpatriates* refers to nationals of countries other than the NPO's home base who are appointed to positions in the NPO's parent country.

Motivation for MNO's Use of Expatriation

A considerable amount of research is available on the rationale of MNOs' use of expatriation. The results provide a plethora of reasons and moderating factors that influence MNOs' decision making relating to IAs. It is important to understand expatriation from the MNO's perspective, because employees with a high degree of organizational commitment may align their personal objectives and goals with the organization's purpose, resulting in a high degree of internalization. When employees internalize the organization's reasons for the IA, this influences the expatriated

employees to change their personal values, attitudes, and beliefs (Shay & Baack, 2004). NPO workers in particular are likely to internalize MNO purposes.

Earlier thought on organizational rationale for using IAs related the use of expatriation to the internationalization stage of the organization and its level of knowledge of foreign markets (Johanson & Vahlne, 1977). A study by Edstrom and Galbraith (1977) theoretically explains why organizations use expatriation. They identify three general organizational motives: (a) filling positions with competent managers; (b) management development; and (c) organizational development through control and coordination. The later reason results in knowledge transfers among MNO units. Later Edstrom and Galbraith (1994) suggest that an organization's motive is influenced by its worldview, be it ethnocentric, polycentric, or geocentric (Perlmutter, 1969). Organizations with an ethnocentric worldview will staff all key international positions with expatriates from the home country, and thus the primary aim is to fill a position. Polycentric organizations will use host country nationals wherever possible, with a mix of management development and localization motives. Geocentric organizations will use a mixture of host country nationals, expatriates, and transpatriates, with the longer-term objective of attaining a critical mass of personnel with international experience (organizational development).

The literature on the reasons for MNOs using expatriation can be grouped into positive and negative reasons. Positive reasons for appointing an individual to an international position include:

- *Filling a position with a competent employee* (Daniels & Insch, 2007; Scullion, 1994; Toh & DeNisi, 2003),
- *Control and coordination* of a foreign subsidiary or joint ventures (Brewster, 1988; Egelhoff, 1984; Geng, 2004; Harzing, 2001),
- *Management development* (Black & Gregersen, 1999; D. C. Thomas, Lazarova, & Inkson, 2005),
- *Organizational development* (Chew & Zhu, 2002; Harvey et al., 1999; Kobrin, 1988; Sparrow, Brewster, & Harris, 2004),

- *Creation or transfer of knowledge* (Belderbos & Heijltjes, 2005; Black & Gregersen, 1999; Gupta & Govindarajan, 1991; Harvey et al., 1999; Pazy & Zeira, 1983; Riusala & Suutari, 2004), and
- *Public relations* (Brewster, 1988; Scullion & Collings, 2006).

Black and Gregersen (1999) suggest that reasons for using IAs with negative connotations include rewarding employees and getting employees out of the way.

Moderating Factors for MNOs' Use of Expatriation

MNOs use a contingency approach to decide on the degree and form of expatriation (Belderbos & Heijltjes, 2005; Boyacigiller, 1990; Harzing, 2001). The contextual factors to decide on form and extent of expatriation include:

- *Strategic importance of the subsidiary* (Belderbos & Heijltjes, 2005; Geng, 2004; Novicevic & Harvey, 2004; Tan & Mahoney, 2006).
- *Extent of production customization* (Tan & Mahoney, 2006).
- *Perceived risk of subsidiary's cooperative relationship* (Novicevic & Harvey, 2004; Tan & Mahoney, 2006).
- *Organization's international strategy* (Daniels & Insch, 2007; Edstrom & Galbraith, 1994; Toh & DeNisi, 2003).
- *Extent of prior local (host country) experience* (Belderbos & Heijltjes, 2005; Downes & Thomas, 2000; Tan & Mahoney, 2006).
- *Stage of subsidiary's organizational life cycle* (or age) (Downes & Thomas, 2000; Tan & Mahoney, 2006).
- *Size of subsidiary* (Belderbos & Heijltjes, 2005; Geng, 2004; Tan & Mahoney, 2006).
- *Size and age of parent organization* (Tan & Mahoney, 2006).
- *Interdependence of units* (Boyacigiller, 1990; Mascarenhas, 1984; O'Donnell, 2000).
- *Degree of unity autonomy* (Harzing, 2001; O'Donnell, 2000).
- *Cultural approaches to management* (Egelhoff, 1984).

In summary, a review of the literature finds that MNOs use IAs as a means toward achieving their organizational objectives. The rationale for MNO expatriation includes

six main points including (a) providing competency to subsidiaries; (b) controlling and coordinating between organizational units; (c) developing employees for organizational careers; (d) facilitating organizational development; (e) transferring knowledge among organizational units; and (f) enhancing the public relations of foreign organizational units with the presence of expatriates. MNOs use a contingency approach to decide on the extent and form of IAs.

The employees' approach to the decision for expatriation has similarities to that of MNOs. Employees also display a range of motivations for considering and accepting an IA. Further, they also subject their decision for accepting an IA to a contingency approach consisting of a range of contextual factors (i.e., willingness to go).

Why Employees Engage in Expatriation

A clear trend emerges from the literature that the motivation for IAs is predominantly intrinsically motivated (Dickmann et al., 2008; Dunbar, 1992; Fish & Wood, 1997; Wennersten, 2008), which aligns to the trend toward career self-management or the boundaryless career (Quigley & Tymon, 2006; Tung, 1998).

The literature on the motivation of managers or employees for accepting IAs is limited. The reason for the sparse research may be that understanding individual motivation for expatriation is complex. Besides the interaction of multiple reasons for choosing to work and live abroad, individuals may be reluctant to reveal their true motives or may not even be aware of what drives them to seek and accept an IA. Despite the difficulty in grasping individual motivation, recognizing the importance of having appropriately motivated expatriates is critical, as their attitude toward the assignment influences their effectiveness and performance in fulfilling the objectives of the assignment. Fish and Wood (1997) argue that "having staff appropriately motivated and established in off-shore business locations is likely to contribute to a more effective presence for the business entity and performance of the manager in the foreign location" (p.37). However, as a number of authors have pointed out (D. C. Thomas et al., 2005; Vance, 2005), individual and organizational reasons and needs for engaging in IAs are not always in harmony.

Individual motivation for expatriation generally centers on gaining personal benefit from the assignment, such as advancing in status, experiencing an adventure, developing a personal career, finding a personal challenge, or receiving substantial financial rewards. In some cases, the focus is on fulfilling the needs of the organization or building an organizational career; however, even in such instances the primary motivation is often egocentric.

Early studies (Cleveland, Mangone, & Adams, 1960; Gonzalez & Negandhi, 1967; Miller & Cheng, 1978) on motivation for accepting IAs find American expatriate managers' reasons range from financial rewards and escape from undesirable circumstances at home (extrinsic motivation) to a sense of vocation, opportunity for advancement and recognition, the desire to travel and live aboard, and the desire for working in international business (intrinsic motivation). These findings were echoed by Adler's (1986) survey of graduating MBA students in the United States, Canada, and Europe, which showed that the primary reasons for accepting an IA would be for the cross-cultural experience, the type of work, higher salary and benefits, career advancement, a good location, and an adventurous lifestyle.

Studies conducted during the 1990s among American (Dunbar, 1992) and Australian (Fish & Wood, 1997) managers find a similar mix of extrinsic and intrinsic motives for expatriation. Dunbar's (1992) study finds under the extrinsic category reasons such as an increase in salary or total compensation, an increased probability of career tenure, a promotion, and the expectation that staff had to accept an expatriate appointment at some stage during their career. Intrinsic motives include an opportunity to live in another country, the promotion of personal and family development, an opportunity to increase knowledge of the organization, and assisting career advancement. Fish and Wood (1997) identify expatriation motivations to include the romance of working abroad, the status associated with being "our man in Hong Kong," (p.37) and the financial benefits. They find that repatriates view the intrinsic motivations of international career advancement and professional development to be more important, whereas human resource managers view extrinsic motivation in the form of monetary satisfaction to be more important. They also find that expatriates are expectancy-driven in that they focus on their individual career goals more than on the organizational

objectives–a finding congruent with other researchers (Inkson, Arthur, Pringle, & Barry, 1997; Stahl, Miller, & Tung, 2002; Tung, 1998).

Tung (1998) suggests that an emerging trend is that internal career motivation is taking precedence over external career motivation as it relates to IAs. This trend is accompanied by a shift in societal values from an organizational focus to an individual focus. External career refers to career advancement within an organization where the individual advances through the management hierarchy (intra-organizational) whereas internal career refers to the individual's self-development, which likely means inter-organizational mobility toward personal self-fulfillment. This internal career is referred to as the *borderless* career (Tung, 1998); the *boundaryless* career, as used by subsequent authors (Mezias & Scandura, 2005; Stahl & Cerdin, 2004; Stahl et al., 2002); or the *protean* career (Hall, 1976). Tung's (1998) finding that the main reason for expatriation is to acquire skills and expertise not available at the home office suggests that the expatriates value the opportunity for personal development and career advancement even if the career path is not with the current organization. The shift to a boundaryless career is also supported by a study of German expatriate managers in 59 countries, which concludes that "Managers value an international assignment for the opportunity it brings for skill acquisition, personal development, and career enhancement, even though it may not help them advance within their company" (Stahl et al., 2002, p. 217).

In a study of British expatriate academics, Richardson and McKenna (2000) find two metaphors to describe the motivation for self-selecting expatriation. The first is the expatriate as an explorer or adventurer desiring to discover more of the world and experience cultures at a deeper level than short visits would allow. The focus is "more about personal fulfillment and ambition than professional opportunities" (p. 212). Their second motivation metaphor is the expatriate as a refugee attempting to escape from something (usually viewed as negative) in the home country such as unemployment, relationship issues, a personal difficulty, or an unfulfilled life. This two-pronged motivation for living abroad is affirmed by Wennersten (2008) when describing the growing American expatriate generation. He suggests that people leave the United States to live and work abroad because they have come to recognize themselves as global citizens with little loyalty to a particular country and because they seek out destinations

for “selfish reasons that range from tax avoidance to the need for exotic self-indulgence” (Wennersten, 2008, p. 3). He further describes these individuals as well-educated, talented, far-thinking, aggressive, high level of individualism, and with shallow roots in their native culture.

Other authors (Dickmann et al., 2008; Haines, Saba, & Choquette, 2008; Malewski, 2005; Richardson & Mallon, 2005) also find that the individual’s decision for expatriation is chiefly driven by intrinsic values. According to Malewski (2005), the reasons *expatriate generation* seek IAs are (a) professional advancement (boundaryless career); (b) gaining international experience; (c) adventure of travel abroad; and (d) seeking a better future. Richardson and Mallon (2005) find that the dominant themes on the reasons for accepting an IA includes: (a) the desire for adventure and travel; (b) making a life change, both in experiencing something new or escaping negative work conditions; and (c) family reasons, such as broadening the family’s experience or having no further obligations with the care of extended family. Dickmann et al. (2008) find that factors relating to destination, personal development, job and career opportunities, and personal and domestic factors are more influential than financial considerations. They conclude that “these data support the notion that individuals conduct complex assessments upon accepting international assignments and that often these assignments are guided by intrinsic, Protean career considerations (Hall, 1976)” (Dickmann et al., 2008, p. 747). Another study on the intrinsic motivation for IAs (Haines et al., 2008) concludes that intrinsically motivated individuals are more willing to accept IAs and expect less difficulties with such an assignment when compared to extrinsically motivated employees.

In summarizing the literature on employee motivations for taking on expatriate assignments, Dunbar’s (1992) extrinsic and intrinsic framework appears relevant. Extrinsic motives without any particular order include:

- Financial rewards during IA and expatriation/repatriation allowances including salary, total compensation, and monetary benefits (Adler, 1986; Cleveland et al., 1960; Dunbar, 1992; Fish & Wood, 1997; Miller & Cheng, 1978; Stahl et al., 2002; Tharenou, 2003).

- Career development and advancement within the organization (external career), with future opportunities for advancement and preparation for top management position based on the perceived organizational expectation of an expatriate assignment requirement as part of a standard career advancement pattern (Dunbar, 1992; Fish & Wood, 1997; Gonzalez & Negandhi, 1967; Miller & Cheng, 1978; Stahl et al., 2002; Tharenou, 2003; Tung, 1998)
- Encouragement from others including spouse, colleagues, and superiors (Miller & Cheng, 1978; Stahl et al., 2002).
- Career tenure within the organization (Dunbar, 1992; Stahl et al., 2002).
- Fear of restricted career opportunities in home office (Stahl et al., 2002).
- Escape from unemployment, personal difficulty, relationship issues, or dissent toward society or government (Cleveland et al., 1960; Richardson & McKenna, 2002; Wennersten, 2008).

Intrinsic motives include:

- Romance of living in another (exotic) country or culture (Dunbar, 1992; Fish & Wood, 1997).
- Adventure relating to the desire to travel and live abroad for the cross-cultural experience and to have a fun-filled and exciting lifestyle (Adler, 1986; Fish & Wood, 1997; Gonzalez & Negandhi, 1967; Miller & Cheng, 1978; Osland, 1995; Richardson & McKenna, 2002; Stahl et al., 2002; Tharenou, 2003).
- Geographic location of the assignment relating to a preferred climate or level of economic development (Adler, 1986; Dickmann et al., 2008; Miller & Cheng, 1978; Stahl et al., 2002).
- Status and importance of job itself (Fish & Wood, 1997; Osland, 1995; Richardson & McKenna, 2002; Stahl et al., 2002).
- Meaningful vocation–making a difference (Cleveland et al., 1960; Quigley & Tymon, 2006).
- Professional and career development encompasses a range of elements including: promotion of personal career (internal career), personal challenge, greater responsibility acquisition and improvement of managerial, interpersonal, and communication skills that directly affect subsequent career

advancement outside current employer, increase knowledge of the organization, and the desire for working in international business (Adler, 1986; Dickmann et al., 2008; Dunbar, 1992; Fish & Wood, 1997; Gonzalez & Negandhi, 1967; Miller & Cheng, 1978; Stahl et al., 2002; Tung, 1998).

- Family considerations including work-family balance, and opportunities for children's education (Dickmann et al., 2008; Stahl et al., 2002).

From an organizational or individual perspective, it is important to recognize that the reasons for IA are not mutually exclusive (Daniels & Insch, 2007; Sparrow et al., 2004). Organizations and individuals may have more than a single primary motivation as well as several secondary reasons for engaging in expatriation.

Regardless of the fit between the organizational and individual objectives for participating in expatriation, people do not automatically accept an offer for an IA. The contingency approach organizations follow when making decisions about the extent and form of expatriation is mirrored by the individual's willingness to accept an IA. Potential assignees subject their decision for the IA to a number of contextual realities that influences their willingness to consider expatriation at a specific time and to a particular place.

Willingness of Employees to Consider Expatriation

The willingness to expatriate at a particular stage in an individual's career or life moderates the individual's motivation to accept an international position. The body of research on the willingness to consider and accept an IA is based on early studies on domestic relocation (Landau et al., 1992; Noe & Barber, 1993) and the willingness of university students to accept an IA (Adler, 1986; Hill & Tillery, 1992; Lowe, Downes, & Kroeck, 1999; Wagner & Westaby, 2007; B. C. Y. Wang & Bu, 2004). It can be argued that without an appropriate organizational and international context (i.e., stripped of the intra-organizational social and political capital issues), responses are biased toward egocentric motives. Nonetheless, the findings of such studies can provide some insight to the rationale for accepting expatriation assignments.

Going on an IA despite the lack of willingness to go has a negative impact on the employee's performance abroad. According to Tung (1987), one of the main reasons for

a higher expatriate failure rate among United States workers abroad is the manager's lack of motivation or willingness to work overseas. On the other hand, it is important to remember that studying the willingness for expatriation provides an incomplete picture on expatriate motivation. Brett and Stroh (1995) remind us that "being willing to relocate internationally does not mean that a manager is qualified for an IA, that the manager will accept an offer to relocate internationally, nor that the manager will be successful as an expatriate" (p. 406).

The issues relating to a willingness to consider expatriation are almost infinite. They can, however, be grouped into the following related factors: (a) personal, (b) spouse's willingness, (c) family, (d) job and career, (e) organizational, and (f) destination.

Personal-related factors. Personal-related factors influencing the willingness to expatriate include age (Andersen & Scheuer, 2004), previous international experience (Andersen & Scheuer, 2004), the willingness to relocate domestically (Brett & Stroh, 1995), level of education, extravert personality (Aryee, Chay, & Chew, 1996), entrepreneurial characteristics (Chew & Zhu, 2002; Zhu, Luthans, Chew, & Li, 2006), personal commitment to the organization, self-efficacy (Tharenou, 2003), satisfaction with co-workers, satisfaction with present financial rewards (Boies & Rothstein, 2002), and personal skills, experiences and organizational learning gained (Fish & Wood, 1997).

Spouse's willingness. The spouse's willingness to relocate is particularly influential on the employee's willingness to relocate (Adler, 1986; Aryee et al., 1996; Brett & Stroh, 1995; Brett et al., 1993; Chew & Zhu, 2002; Dupuis, Haines, & Saba, 2008; B. C. Y. Wang & Bu, 2004). Spouse's willingness can be listed as part of the family-related factors; however, it is often the single most influential factor (Brett & Stroh, 1995; Eby & Russell, 2000; Konopaske, Robie, & Ivancevich, 2005) related to the willingness of the employee to accept an IA and, therefore, often studied on its own.

Specifically spouse-related factors include spouse's age, spouse's education level attained (Brett & Stroh, 1995), spouse's willingness to relocate domestically (Brett & Stroh, 1995), spouse's adventurousness (Konopaske et al., 2005), presence of children at home (Dupuis et al., 2008; Konopaske et al., 2005), spouse's assessment of the organization's international relocation policy (Brett & Stroh, 1995), and spouse career

implications (Fish & Wood, 1997; Harvey, 1997; Konopaske et al., 2005; Zhu et al., 2006).

Family-related factors. Many organizations recognize that the decision for expatriation is not an employee decision, but a family decision. Besides the influence of the spouse's willingness, other family-related factors have a large influence on the employee's willingness to relocate internationally. Family factors include (a) the stage of the family lifecycle (Harvey, 1997; Tharenou, 2003); (b) the degree of family disruption expected from the move (Borstorff, Harris, Feild, & Giles, 1997; Fish & Wood, 1997; Zhu et al., 2006); (c) the impact on real income; (d) the presence of children in the home (Adler, 1986; Dupuis et al., 2008; Konopaske et al., 2005); (e) educational opportunities for the children (Adler, 1986; Chew & Zhu, 2002; Scullion, 1994); (f) availability and quality of medical and health care facilities (Adler, 1986; Chew & Zhu, 2002); and (g) marital strain caused by the relocation (Adler, 1986; Dupuis et al., 2008; Tharenou, 2003).

Job and career-related factors. The decision to accept an IA has more to do with the employee's career than the job. Only one job-related factor shows significant positive influence on the willingness to expatriate, and that was the level of challenge and interest of the potential expatriate job (Adler, 1986; Boies & Rothstein, 2002; Chew & Zhu, 2002; Ostroff & Clark, 2001).

The process of assessing the impact that an IA has on the employee's career includes a cost-benefit assessment (Fish & Wood, 1997; Ostroff & Clark, 2001), which considers the employee's distance from their career aspirations, the likelihood of career-goals achievement through the assignment, and the career insight the employee has on the consequences of not accepting the appointment. The higher the career aspirations are from the employee's present position, the more willing he or she is to expatriate (Aryee et al., 1996; Brett et al., 1993). Similarly, the willingness to accept an IA is stronger when the assignment is perceived to have a positive impact on the employee's career advancement, promotion opportunities, and the anticipated future fit of his or her personal career within the organization (Adler, 1986; Eby & Russell, 2000; Fish & Wood, 1997; Harvey, 1997; Hill & Tillery, 1992).

Organizational-related factors. The organization's global mindedness and expatriation policies influence prospective expatriation employees' willingness to accept IAs. The more global minded the organization and its leadership is perceived, the greater the willingness by employees for expatriation (Tharenou, 2003).

The degree of organizational global mindedness is often formalized in the MNO's policies and practices. Organizational policy and practice issues include (a) length of the assignment (Harvey, 1997; Hill & Tillery, 1992); (b) financial package (Adler, 1986; Chew & Zhu, 2002; Fish & Wood, 1997; Hill & Tillery, 1992; Scullion, 1994; Tharenou, 2003; Wagner & Westaby, 2007); (c) organizational support throughout the assignment (Borstorff et al., 1997; Chew & Zhu, 2002; Harvey, 1997); and (d) relocation policy (Aryee et al., 1996; Brett & Stroh, 1995).

Destination-related factors. The ability of the potential international appointee to maintain a lifestyle in the country or city of destination similar to that of the employee's home country increases his or her willingness to accept an IA. Specific factors that influences their willingness included political stability (Adler, 1986; Hill & Tillery, 1992; Lowe et al., 1999; B. C. Y. Wang & Bu, 2004), personal safety (Adler, 1986; Scullion, 1994; Wagner & Westaby, 2007; B. C. Y. Wang & Bu, 2004), level of economic development of destination country (Adler, 1986; Harvey, 1997; Lowe et al., 1999), presence of educational and medical facilities (Chew & Zhu, 2002), fun appeal of the location, degree of cultural distance between countries of origin and destination (Aryee et al., 1996; Dupuis et al., 2008; Harvey, 1997; Lowe et al., 1999; Wagner & Westaby, 2007), and restriction on personal life (Adler, 1986).

The employee's willingness for expatriation is important beyond personal performance and success during the IA. Some authors (Osland, 1995; Tung, 1987) emphasize that unwilling expatriates who survive the appointment can influence the future success of the MNO's expatriation program with negative tales.

Figure 2 summarizes the relationships among the topics presented up to this point in the literature review. In it, the relationships between the organizational (1) and individual (2) rationales for the expatriation decision (3 & 4) appear with the organizational contextual factors (5) and the individual's willingness to expatriate (6) as moderators. Both players are primarily interested in their own agendas. MNOs deploy

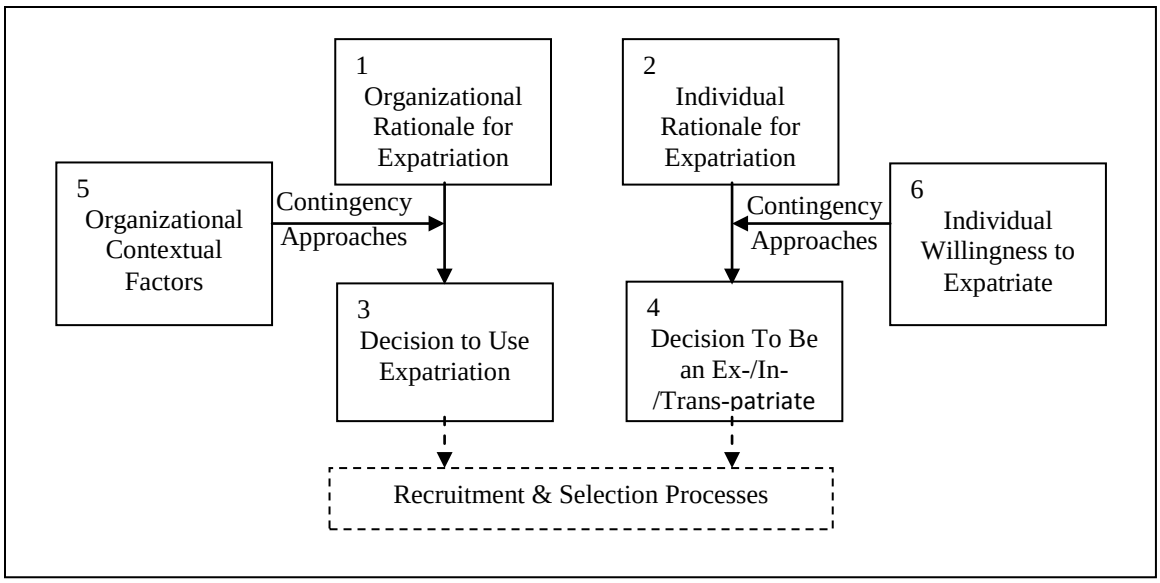


Figure 2. Model relating organizational and individual rationales and moderators to expatriation.

expatriates to accomplish organizational objectives. In contrast, employees accepting IAs do so primarily for intrinsic reasons. The importance for understanding the role of intrinsic motivation for expatriation among MNO workers becomes evident during the discussion below on the motivation theory of self-determination.

After considering the organizational and individual motivation for engaging in various forms of expatriation, the discussion next briefly considers the international migration literature to understand the common ground between these fields.

Motivation for International Migration

Whereas expatriation relates to individual employees changing the country of residence and work while in the employ of a MNO, international migration relates to individuals making the choice to live abroad without the support of an employer organization.

Massey et al. (1993; 2005) provide a summary of existing international migration theory, dividing the theories between those that explain the initiation of international migration (neoclassical at macro and micro level, new household economics, segmented or dual labor markets, and world systems theories) and those that perpetuate transnational movement of people (network, and cumulative causation theories). Each of these seven

international migration theories is supported empirically within a North American context (Massey et al., 1994). An integrated summary of the international migration theories and models is offered by several authors (Massey et al., 1994; Morawska, 2007) with a critique of their weaknesses (Morawska, 2007). Attempts toward an integrated framework with causality has been made by some authors (Jennissen, 2007) using political, social, and economic factors, but a widely accepted framework has not emerged. Although causation has not been empirically established, a simple analysis of the international migration theories suggests a number of possible reasons for the movement of people from one country to another. Table 1 provides a brief overview and a list of reasons for international migration suggested by the theories.

Several of the international migration theories may have relevance to expatriation, especially in the case of inpatriates and transpatriates. Inpatriates can seek an IA with the hope of establishing better migration and social network connections with the longer-term plan of immigrating (human capital theory, neoclassical micro level theory, and network theory). Likewise, transpatriates may seek IAs for economic or Escapism reasons with the hope of using the overseas appointment as a steppingstone for international migration to another more developed country (human capital theory, neoclassical micro level theory, and world system theory).

A taxonomy of the reasons for international migration is offered by Martin (2003). He states that there are two categories of reasons: economic and noneconomic. Further, he uses the traditional push-and-pull factor framework to add a second dimension with three factors encouraging people to migrate: demand-pull; supply-push, and network. The result is a 3 by 2 grid, as illustrated in Table 2. Whether for economic or noneconomic reasons, individuals considering international migration may be encouraged by all three factors where the importance of each factor differs among individuals over time. He mentions that, in essence, “migration is a result of differences–in demographic growth, in incomes, and in security and human rights” (Martin, 2003, p. 7).

Of interest to this study is the noneconomic migrant with strong encouragement from network or other factors, because as already seen in the expatriate literature (Malewski, 2005; Wennersten, 2008), there is an emerging trend for well-educated

individuals to seek out new experiences and better quality-of-life situations through IAs. Another set of authors (Benefader & den Boer, 2007) explore this new phenomenon of developed countries suffering from brain drain. They find that push factors include labor

Table 1 – *Summary of International Migration Theories and Models*

International migration theory	Initiate vs. sustain migration	Level	Possible reasons for international migration
World-system theory	Initiate	Global/ country/ region	Disruption of social and economic organizations (international trade), causing labor displacement. Existing transportation, communication, and culture links (e.g., between colonies and colonial powers). Foreign policy and military intervention action (e.g., protect investments or support foreign governments).
Neoclassical macro model	Initiate	Country	Disparities in income, capital, and risk control (related to push-and-pull model).
Neoclassical micro model	Initiate	Individual	Disparities in income, capital, and risk control (related to push-and-pull model).
Human capital theory	Initiate	Individual	Individual human capital and brain drain from developing countries subject to age, gender, education, skill, experience, personality features (ambition, entrepreneurial spirit, willingness to take risk by changing language, culture, and social environment).
New household economic theory (Morawska, 2007)	Initiate	Family/ household	Income-seeking migration of one or several family members is used as an element of the household's risk-diversification strategy.
Segmented labor market model	Initiate	Country/ city	Shortages of specific kinds of labor. Labor market segmentation between primary-sector jobs (managerial, administrative, and technical expertise) and secondary-sector jobs unattractive to natives.

Network theory	Sustain/ perpetuate	Country/ city	Development of migrant networks and strong social capital accumulation until enough migrants arrive to form an enclave economy.
Cumulative causation theory	Sustain/ perpetuate	Individual	Multi-factor model including distribution of income, distribution of land, organization of agrarian production, culture of migration, and regional distribution of human capital (causation dimension). Each act of migration changes the social context in which others make migration decisions (cumulative dimension).

Note. From Massey, D. S., Arango, J., Hugo, G., Kouaouci, A., Pellegrino, A., & Taylor, J. E. (1994). An evaluation of international migration theory: The North American case. *Population and Development Review, 20*(4), 699-751, and Morawska, E. (2007). International migration: Its various mechanisms and different theories that try to explain it. *Willy Brandt Series of Working Papers in International Migration and Ethnic Relations,* (Willy Brandt Series 1/07).

conditions, the natural environment, and dissatisfaction with society in the country of origin, while pull factors include a better work-life balance. The most important encouraging factors were the social contact in the host country, the positive experiences of other migrants, and the ease of finding a job. The authors find that economic motivation is not a factor for these international migrants from more-developed countries, as they expected to earn less in the country of destination.

Individuals that migrate from less-developed countries to more-developed countries are mainly motivated by extrinsic factors, more specifically economics (Martin, 2003). A study of international migrant nurses (Winkelmann-Gleed, 2006) moving to the United Kingdom shows that they mainly originated from West Indies, India, Pakistan, and Ghana. The historical colonial ties eased the international migration process; however, “by far the highest number of migrant nurses would state economic reasons for them coming to the UK and most internationally recruited nurses are economically motivated” (Winkelmann-Gleed, 2006, p. 47). Other reasons given for international migration include family-related, work experience, adventure, threats, and persecution (Winkelmann-Gleed, 2006).

Table 2 – *Determinants of International Migration Factors Encouraging an Individual to Migrate*

Type of migrant	Demand-pull	Supply-push	Network/Other
Economic	Labor recruitment (e.g., guest workers)	Un- or under-employment, low wages (e.g., farmers whose crops fail)	Job and wage information flows (e.g., sons follow fathers)
Noneconomic	Family reunification (e.g., family members join migrant spouse)	Flee war and persecution (e.g., displaced persons and refugee/asylum seekers)	Communications, transportation, assistance organizations, desire for new experience/ adventure

Note. From Martin, P. L. (2003). Sustainable migration policies in a globalized world. Geneva, Switzerland: International Institute for Labour Studies.

A study of the transition from temporary migrant worker (expatriation) to permanent resident (emigrant) in the Australian context (Khoo, Hugo, & McDonald, 2008) finds that migrants with qualifications are less likely to want to become permanent residents compared with migrants with no qualification. Further, migrants from less-developed countries were more likely to want permanent residency compared with migrants from more-developed countries because of better employment opportunities, higher salary, better promotion opportunities, and a good environment for their children. In contrast, the reason migrants from more-developed countries apply for permanent residency is a liking for the Australian lifestyle. Four major reasons for applying for permanent residency emerged: (a) poor conditions at country of origin and a good future for children in country of destination; (b) employment related (better job opportunities, salary, and career prospects); (c) social network presence; and (d) Australian lifestyle. The importance of the four factors varied among individuals originating from various geographical regions and among occupational groups. Migrants with managerial and professional occupations were more likely to cite lifestyle compared to other migrants.

In a report to the Australian parliament, Hugo (2004) argues that the international migration context for more-developed countries has changed in the past decade. There is

a shift in the permanency of international migration from where previously international migration was a permanent move, to where it now is a temporary residence in a foreign country. The drivers of the new trend toward temporary residency suggest several points. First, that the clear distinction between expatriation and international migration has become blurred as a result of global labor markets, global citizens, and other globalization trends. Second, that the international movement of people is an outflow of the trend toward globalization, and society can expect it to increase in the form of both expatriation and international migration.

In summary, theoretical and empirical studies on international migration provide us with a range of reasons for the international movement of people, including economic, political, social, and egoistical reasons. International migration appears to be chiefly extrinsically motivated for individuals from less-developed countries while the emerging trend of global citizens from more-developed countries is intrinsically motivated in seeking a better work-life balance and pursuing attractive lifestyles. These findings may appear to be at odds with that of the motivation for expatriation among MNO workers, but it is important to recognize that expatriation studies generally are done within the context of MNOs based in more-developed countries.

Motivation in Nonprofit Sector

Academic and business leaders recognize that the nonprofit sector is an important partner in international business. Doh and Teegen (2003), in their concluding chapter, define NGOs as “organizations of individuals and donors committed to the promotion of a particular (set of) issue(s) through advocacy work and/or through operational activities whereby services are delivered.” With another author, they (Teegen et al., 2004) indicate that it is time to recognize that there are three players in international business. Beside the traditional two players of the private sector (businesses, corporations, and firms) and the public sector (national and local government), there is civil society comprised of NGOs, NPOs, and religious organizations, which are a subset of NPOs. In the same vein, Bill Gates is reported as saying that “the world’s deepest problems could be solved only if corporations joined nonprofit organizations, governments, and philanthropists in the fight” (Hamm, 2009). Bringing in NPOs as business partners suggests that they have a

unique contribution to make. In this section, the nature of the unique contribution that NPOs make is discussed and the motivation for people to be involved with NPOs as volunteers or workers is considered.

Nature of the Nonprofit Sector

An NPO is a mission-driven organization providing programs and services that promote human well-being (Doh & Teegen, 2003). The organization may generate revenue in the process that may result in a surplus. Any surplus is retained by the organization for its future programs and services. An NPO is distinguished from a firm (company or corporation) in that the latter has an objective to make a profit and share the profits with its owners (shareholders), while an NPO is dedicated to benefiting stakeholders, does not have a profit motive nor owners, and retains its surplus within the organization with the intention to have surpluses benefit the stakeholders. The nonprofit sector in broad terms includes both public service and civil service organizations that are independent of government. They are referred to as NGOs. Sometimes more positive terms are used to describe the NPO sector such as “civil society organization” or “citizen sector organization” (Drayton, 2007).

The nonprofit sector consists of a wide range of organizations with local, national, and international reach. The range of interests include community issues, development, disaster relief, humanitarian aid, religious, funding foundations, health and medical care services, education, and environmental concerns. Examples of international civil-based NPOs are Amnesty International, CARE International, Habitat for Humanity, International Federation of Red Cross and Red Crescent Societies, Oxfam International, World Wide Fund for Nature, and World Vision.

All organizations have a mission, whether formally stated or not. The underlying mission of corporations is to increase their owners’ wealth through profit generation. NPOs’ missions are premised on the idea to make a difference in people’s lives. Thus, NPOs are mission-driven organizations infused with social value (Perry & Hondeghem, 2008). To achieve their mission, NPOs attract workers and volunteers who can align their personal objective for involvement with the NPO’s mission. This requires a degree of commitment, dedication, and a measure of altruism (Perry & Hondeghem, 2008) from

workers and volunteers, since members of NPOs earn lower wages (Preston, 1989) and receive fewer fringe benefits. The lower remuneration is because they "donate" their time "for the opportunity to work for an organization whose mission they support" (Emanuele & Simmons, 2002, p. 33).

What motivates people to give of themselves to be involved with NPOs? This question is explored in the next section.

Motivation in the Nonprofit and Public Sector

Organizations in both public and civil service categories use employed staff and volunteers. They employ altruistic motivational approaches based on the idea that public and nonprofit service is a calling (Perry & Wise, 1990). It is not to say that altruistic motivation is not present in the private sector (Steen, 2008), nor that it is the only form of motivation in the public and nonprofit sector, but only that it is more prevalent. This section defines and describes altruism, then briefly consider prosocial or public service motivational literature including volunteerism, and finally looks at motivation for long-term international volunteer assignments.

Broadly defined, altruism's goal is to increase the welfare of others. Grant (2007) sums up a body of research on altruism with: "Employees with altruistic values are more concerned with making a positive difference in others' lives than employees with egoistic values" (p. 394).

Some (Folbre & Goodin, 2004) argue that altruism is a disposition that can be strengthened or weakened by social institutions. For example, teachers are asked to show their altruism by accepting jobs for which they are underpaid compared to those requiring equivalent levels of education or experience. Their disposition toward altruism can be undermined by stressful working conditions and pressure to produce measurable results (Folbre & Goodin, 2004). Other researchers (Batson, Ahmad, & Tsang, 2002) argue that altruism is a motive–a goal-directed force that produces behavior. As a goal-directed force, it can cooperate or conflict with other motives, and it can change over time and in different contexts subject to the values of the individual and the nature of the situation. However, there is common agreement that altruistic behavior consists of five elements (Piliavin & Charng, 1990). First, it must benefit another person or persons. Second, it

must be a voluntary act. Next, the behavior must be intentional. In addition, the benefit derived by the other person must be the goal of the behavior. Last, the behavior must be done without expectation of any external reward. Altruism relates to the benefit derived by the recipient and should not be confused with self-sacrifice which relates to the cost incurred by the person doing the behavior (Batson et al., 2002).

Many authors use the terms prosocial action and altruistic behavior synonymously. However, Koehler and Rainey (2008) join Monroe (Monroe (1996) cited in Koehler & Rainey, 2008) in making a distinction based on the idea that altruistic behavior has a self-sacrificial dimension. The approach in this study does not distinguish between the two terms. Altruism may include risks to self-interest, but like prosocial action, the focus is outside of self, directed toward others be they individuals, groups, or society.

The existence of altruism has long been questioned. The traditional view of altruism is that any behavior that appears to be motivated by the goal of benefiting another will, when carefully considered, show ulterior selfish, egoistic motives. Almost every discipline attempting to explain human behavior (psychology, sociology, economics, and political science) assumes that the underlying objective of all human action is always self-benefit (Batson et al., 2002). Only recently is there some agreement that altruism exists (Koehler & Rainey, 2008). Piliavin and Charng (1990) argue, based on the review of research, that "sociology, economics, political science, and social psychology are all at least compatible with the position that altruism is part of human nature" (p. 29). People do place others' interest before their own and will at times sacrifice to benefit others.

Batson et al. (2002) further explore motivation for community involvement and suggest that there are four motives that drive humans to engage in pro-social activities: egoism, altruism, collectivism, and "principlism." Egoism is motivation with the goal of improving one's own welfare. It is self-centered and selfish in behavior. Thus, one engages in community service for the purpose of promoting one's own welfare.

While egoism involves self-interest, altruism, collectivism, and "principlism" are all motives that involve interest outside oneself. "Altruism is motivation with the ultimate goal of increasing the welfare of one or more individuals other than oneself" (Batson et

al., 2002, p. 436). Its roots are in empathy as the emotion, and it is evoked in a person willing to help when seeing another person in need. The behavior is centered in others with whom the altruistically motivated individual establishes a dyadic relationship. “Collectivism is motivation with the ultimate goal of increasing the welfare of a group or collective” (Batson et al., 2002, p. 437). It is aroused when one values the group’s welfare and the intended action can benefit a group, whether the provider is a member of the group or not. The collectivism motive allows one to become involved with the welfare of a distant group, known or unknown. “Principlism is motivation with the ultimate goal of upholding some moral principle, such as justice” (Batson et al., 2002, p. 439). At times one is motivated to action not by self-interest, or by empathy, or by the good of the group, but by the desire to uphold a universal and impartial moral principle.

The existence of multiple motives for prosocial behavior complicates things. Situations arise in which motives to attend to the welfare of self, other individuals, or the group or to act on principle may be in conflict, compete for attention, or undercut one another (Batson et al., 2002).

This difficulty is recognized by Perry (2000) in his critique of motivational theories from the business world. Heeding a call made earlier (Perry & Wise, 1990) for the development of a public service motivation model that is not overly influenced by motivation approaches applied in business and industry, but rather can distinguish between intrinsic and extrinsic motivation and their impact on the public service ethic, he begins by constructing and testing a public service motivation scale (Perry, 1996). The public service motivation scale identifies four dimensions of public service motivation: attraction to policymaking, compassion, civic duty/ public interest, and self-sacrifice.

Related to the topic of altruism is the phenomenon of volunteerism. Volunteerism is about people donating time, effort, and resources on a freewill basis in cooperation with existing organizations that have a prosocial agenda aimed at achieving a societal collective good (Musick & Wilson, 2008). The search for understanding the concept of volunteerism, the reasons people volunteer, and the motivational purposes of volunteering, led to the development of a Volunteer Function Inventory scale to measure the functions of volunteering. Six generic motivations of volunteerism form the

Volunteer Function Inventory scale: values, understanding, social, career, protective, and enhancement.

1. *Values* motives relate to the opportunity to express values related to altruistic and humanitarian concerns for others.
2. *Understanding* relates to the opportunity for learning experiences and the potential to exercise knowledge and skills.
3. *Social* relates to the potential to be with friends and/or engage in activities that the volunteers perceive as being viewed favorably by others.
4. *Career* relates to engagement in activities that benefits the volunteer's career by either preparing for a new career or maintaining skills needed for the current career.
5. *Protective* relates to egoistic motives through reducing guilt feelings or confronting personal problems.
6. *Enhancement* relates to egoistic motives through personal growth and development (Clary et al., 1998; Stebbins & Graham, 2004).

Having different motivations for volunteerism suggests that volunteerism behavior that appears to be similar may originate from different underlying motivational processes (Clary et al., 1998). Stated differently: "altruism may be a necessary motive for volunteerism but it is not a sufficient incentive for volunteer action" (Steen, 2008, p. 207).

Research using Volunteer Function Inventory scales reveals that the most important motive in volunteerism is the value motive which has positive impact on volunteers' interest and commitment (Allison, Okun, & Dutridge, 2002). The higher the level of the value motive to volunteer, the more frequent the volunteering episodes and the greater the commitment to continue as volunteers.

However, motives for volunteering vary systematically by socio-demographic groups. Musick and Wilson (2008) report on a range of studies where the Volunteer Function Inventory functions vary between population groups by income, education, age, gender, religiosity, marital and parental status, and race.

A challenge of mission-driven organization managers is to keep workers mission-driven. Workers may become disillusioned when administrative obstacles prevent them

from achieving mission objectives, or when they receive little feedback on how their involvement is making a difference in the lives of others (Grant & Sumanth, 2009). Clary and Snyder (1999) find that when individual motivation to volunteer is matched to a volunteer context or job, the result is that organizers have better success with recruitment of volunteers, while volunteers find greater satisfaction, receive greater benefits from the activity, and experience greater commitment to further volunteering. These conclusions align with the suggestions of Grant (2007) when he concludes that the strength of altruistic values can be enhanced by designing jobs with task significance; that is, the impact an employee's work has on the welfare of other people is visible. Further, the worker easily recognizes task significance when job designs allow relationships to develop between worker and beneficiaries through direct contact (Grant, 2007). Others find that job characteristics are related to volunteers' autonomous motivation, satisfaction, and performance (Millette & Gagne, 2008). Musick and Wilson (2008) also discuss aligning volunteer motives with volunteer opportunities. They state that AIDS volunteers who choose to be "buddies" to AIDS patients do so from a value motive, while those who volunteer to answer the telephone at the same care center may do so from an enhancement motive. Expecting the telephone volunteer to show compassion as an AIDS "buddy" may result in the volunteer ending all involvement because that task is outside his or her comfort zone. Thus, through proper job design, altruistic values and motivation are enhanced and workers experience greater job satisfaction.

In a study to establish the relationship between prosocial motivation and persistence, performance, and productivity, Grant (2008) concludes that intrinsic motivation is positively related to prosocial motivation, but distinguishable. This leads Grant to suggest that there is a need to describe a form of intrinsic motivation that is other-people-focused instead of being egoistic. A response to Grant's call is proposed later in this discussion in conjunction with a presentation of a motivational theory framework for studying the motivations for accepting IAs.

Long-Term International Volunteering

A longitudinal study on long-term New Zealand volunteers with IAs, and their motivation for the assignment, is one of the first focused on the topic (Hudson & Inkson,

2006). The volunteers mentioned eight dominant reasons for engaging in long-term international volunteer assignments: (a) the right time; (b) altruism; (c) different culture; (d) search for meaning; (e) challenge; (f) adventure; (g) always wanted to do it; and (h) career move. Hudson and Inkson (2006) conclude that "It was evident that the volunteers understood their assignments not only as altruistic endeavours but as opportunities for challenge, adventure and life change" (p. 317). Further, they indicate that "the results suggest that volunteers have a protean career and are driven by internal values, have a strong identity and are self-directed yet also adaptable and open to experience" (p. 317).

These findings are similar to those of other authors (Dickmann et al., 2008; Dunbar, 1992; Fish & Wood, 1997) who found that the motivation for expatriation in the private sector is intrinsically motivated, with a focus on the protean career. The simultaneous harboring of altruistic and intrinsic (protean career) motives may appear to be conflicting. Altruism focuses the attention of action outside of self-interest, while the underlying focus in a protean career is egocentric. Grant (2008) stated the apparent dilemma as: "Intrinsic motivation takes a hedonic perspective by emphasizing pleasure and enjoyment as drivers of effort, whereas pro-social motivation takes a eudaimonic perspective by emphasizing meaning and purpose as drivers of effort" (p. 49). What does motivation theory offer to integrate these apparently conflicting motives into a model? The next section addresses this question; but first, a summary of the literature review discussion so far.

The discussion so far in this chapter reviewed literature on the motivation of MNOs' use of expatriation, the incentives for employees to deploy on IAs, the reasons for international migration, and the driving forces of volunteerism in civil organizations as these motivations relate to NPOs' use of IAs. The review shows that in the private-sector, expatriation from the home base is primarily intrinsically motivated, that international migrants are either extrinsically or intrinsically motivated subject to the conditions at their country of origin, and that workers of NPOs can have a mixture of altruistic and intrinsic motivation for their work.

In the next section, a brief overview of motivation theories is provided before showing how the framework of SDT can integrate the apparent conflict between egoistic

and altruistic-motivated behavior in addressing the question of how SDT relates to motivation for expatriation in NPO workers.

Motivation Theory

Luthans and Doh (2009) define motivation as "a psychological process through which unsatisfied wants or needs lead to drives that are aimed at goals or incentives" (p. 394). This definition identifies three components: need, drive, and goal. In addition, they recognize that the determinants of motivation can be intrinsic or extrinsic. Pinder (1998) underscores the intrinsic and extrinsic determinants of motivation in his definition of motivation, which attempts to accommodate the different theoretical perspectives of work motivation. His definitions states that "Work motivation is a set of energetic forces that originates both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration" (Pinder, 1998, p. 11). Batson et al. (2002) explains that a motive is a goal-directed force that drives decision making and action. As such, it can cooperate or conflict with other motives (forces), and can change over time and in different contexts. Understanding these driving forces, how supporting and conflicting motives interact amongst each other and in a group, and within which contexts particular motivational forces are more prominent, is the challenge of motivation theory.

Numerous motivation theories attempt to explain behavior. The traditional approaches to motivation are typically categorized into two general groups: content and process. Content theories explain what drives behavior, while process theories explain how behavior originates, changes, or stops by describing the cognitive steps in achieving a desired outcome. Content theories include Maslow's hierarchy-of-needs approach, Herzberg's two-factor motivation theory (i.e., motivator and hygiene), and McClelland's achievement motivation theory. Among the process theories are the equity theory, the goal-setting theory, and the expectancy theory (Luthans & Doh, 2009). These approaches, to the extent that they accept individual need-fulfillments and exclude contextual factors, are limited.

Another shortcoming of these traditional motivation theories is that they do not adequately address the contexts of the nonprofit sector. They do not explain altruistic

behavior, nor do they deal effectively with the complexity of multiple motivations that may conflict and change over time and from context to context. A critique of motivation theories (citing Shamir, 1991, in Perry, 2000) includes more specific points relating to:

1. Motivation theory's individual bias that excludes explanations for prosocial or altruistic behavior, which transcends self-interest. Vroom's (1964) expectancy theory is an example.
2. Motivational theory's assumption of clear and specific goals and reward-performance expectancies. This assumption ignores situations of complex goals, the absence of rewards, and low power distance, all of which are examples of situations faced by expatriated NPO workers.
3. Motivational theory's failure to specify behaviors to which it applies, for example, the importance of distinguishing between different behaviors such as broad versus specific, immediate versus long-term, and discrete versus continuous.
4. Motivational theory's approach to intrinsic motivation that is task-specific and hedonistic.
5. Motivational theory's exclusion of values and moral obligations (with the possible exception of expectancy theory) from the concepts of intrinsic motivation.

Locke (1997) attempts to develop a model of the motivation process by integrating the many theoretical perspectives on motivation. In the resulting simplified model, much of Shamir's critique is addressed.

Perry's (Perry, 1996, 2000; Perry & Wise, 1990) public service motivation is one approach that "is seen as a useful construct to account for behavior not only of public sector employees, but also of nonprofit sector staff and volunteers" (Steen, 2008, p. 205). Although public service motivation addresses motivation of workers in the public service sector, it fails to address specific behaviors such as the motivation for expatriation and the complexity of multiple motivations at play in the same behavior.

The SDT (Gagne & Deci, 2005; Ryan & Deci, 2000) is a more inclusive theoretical framework that explains behavior in a wide array of contexts (Vallerand, Pelletier, & Koestner, 2008) including the nonprofit sector. In addition, SDT deals with

the complexities and conflicts inherent in motivation. Further, it will shortly become evident–when SDT is described in detail and examples are given–that the research findings on motivation for MNO expatriation, international migration, and volunteering fit into the SDT concept framework.

Given the appropriateness of SDT to reconcile the issues between work motivation and the motivation to make a difference, the SDT theoretical framework is used in this study as a basis for exploring the motivation for expatriation among nonprofit sector workers.

Self-Determination Theory

SDT (Deci & Ryan, 1985, 2008a; Gagne & Deci, 2005; Ryan & Deci, 2000) builds on Vroom's (1964) expectancy-valence theory of motivation and Porter and Lawler's (1968) model of intrinsic and extrinsic work motivation. SDT replaces the extrinsic/intrinsic dichotomy with a differentiated continuum of autonomous (intrinsic) versus controlled (four forms of extrinsic) motivation to assess the extent to which a person is autonomously motivated in a particular behavior (Roth, Assor, Kanat-Maymon, & Kaplan, 2007). Autonomy (feeling uncoerced in one's actions) is one of three psychological needs that SDT posits. The other two are competence (feeling capable) and relatedness (feeling connected with others). According to SDT, optimal individual well-being results when all three of these needs are satisfied (Deci & Ryan, 2000).

Traditional motivation theories approach motivation as a unitary concept where the study is focused on the amount of motivation an individual has. Within this context, a greater measure of motivation yields greater achievement or better functioning. In contrast to motivation as a unitary concept, SDT focuses on the type of motivation; thus, rather than quantity of motivation, SDT considers the quality or form of motivation (Deci & Ryan, 2008b).

Underlying SDT is a number of assumptions. First, the theory assumes that people are by nature active and self-motivating, curious and interested, vital and eager to succeed because success is personally satisfying and rewarding. Second, it assumes that people can also be alienated and mechanized, or passive and disaffected. This latter condition results from the interaction between people's inherent active nature and the

social environments that either support or thwart that nature. Third, the theory assumes that there are a universal set of needs, which includes competency, autonomy, and relatedness. These needs are universal in that they are not learned and that they are apparent across cultural boundaries (Deci & Ryan, 2008a).

The motivation for a behavior within SDT is context specific. Every human behavior is acted out within a context of social forces and interpersonal environment, which in varying degrees support or thwart the fulfillment of the universal psychological needs of autonomy, relatedness, and competence. The degree to which these psychological needs are fulfilled affects the type and strength of SDT motivation (Deci & Ryan, 2008a). The types of motivation include: amotivation, controlled motivation, and autonomous motivation. The type of motivation predicts the outcomes as it relates to performance, relationships, and well-being. High autonomous motivation outcomes are associated with persistence and effective performance (particularly of the heuristic type of activities), psychological health, mindfulness, and vitality (Deci & Ryan, 2008b).

On the autonomous versus controlled continuum, SDT differentiates amotivation (i.e., no intention to act) from motivation (i.e., intention to act). Within motivation, SDT distinguishes between autonomous motivation and controlled motivation. Autonomous motivation involves behavior based on choice and volition. This is in contrast to controlled motivation, which involves behavior under pressure (having to do it). SDT "suggests that behaviors can be characterized in terms of the degree to which they are autonomous versus controlled" (Gagne & Deci, 2005, p. 334).

Gagne and Deci further summarize SDT well by stating:

> Within motivation, SDT distinguishes between autonomous motivation and controlled motivation. Autonomous motivation includes intrinsic motivation and well-internalized extrinsic motivation. Thus, being autonomously motivated means being motivated by one's interest in an activity (i.e., intrinsic motivation) and/or because the value and regulation of the activity have been integrated within one's self (i.e., integrated extrinsic motivation). Controlled motivation consists of external regulation … and introjected extrinsic motivation. Thus, the degree of one's controlled motivation reflects the degree to which one feels coerced or seduced by external contingencies or by their introjected counterparts (Gagne & Deci, 2005, p. 340).

In brief, SDT is a continuum of motivation from least self-determined through to most self-determined behavior, as depicted in Table 4. How does SDT relate to the literature on expatriation, international migration, and volunteerism?

Table 4 summarizes the key findings in the literature on MNO expatriation, international migration, and volunteerism within the SDT framework. On the least self-determined behavior extreme, the motivation source is *amotivation* (Gagne & Deci, 2005), where there is a lack of intension to act and the locus of causality is impersonal. Amotivated individuals drift with little purpose or goal, little interest in making behavior choices, just go through the motions, and not knowing why they are doing the behavior they engage in. This may be because they do not feel competent, experience a lack of control, or do not expect it to produce the desired outcome. This is the type of motivation that is least self-determined (Deci & Ryan, 2008a, 2008b; Ryan & Deci, 2000).

In the extrinsic motivation section of the continuum, there are four regulatory styles: (a) external regulation, (b) introjected regulation, (c) identified regulation, and (d) integrated regulation. *External regulated* (Gagne & Deci, 2005; Roth et al., 2007) behavior has an external locus of causality, where behavior is controlled contingent on external rewards and/or punishments. Compliance to external pressure is based on the desire to obtain external rewards or to avoid external punishment. People influenced by external regulated motivation feel controlled or alienated (Deci & Ryan, 2008a, 2008b; Ryan & Deci, 2000). Examples of external regulated behavior include: international migration from less-developed countries to avoid persecution or to obtain a job and economic gains; international migration from more-developed countries due to social or political dissent; and accepting expatriation assignments solely for the financial rewards or escaping unemployment.

The second form of extrinsic motivation is *introjected regulated* (Gagne & Deci, 2005; Roth et al., 2007) behavior where the locus of causality is somewhat external with partial internalization. Behavior is controlled by the regulation or entity prescribing the regulation by allowing it to pressure and control them without them feeling a sense of ownership for the choices made. Behavior compliance is focused on reaping internal rewards (self-esteem, feeling good about oneself, or feeling worthy) or avoiding internal punishment (feelings of guilt) (Deci & Ryan, 2008a, 2008b; Ryan & Deci, 2000).

Examples of introjected regulated behavior include: international migration to move closer to or reunite with family; international migration to create career opportunities; expatriation to develop career with the organization; accepting expatriation for the status of being "our man in Hong Kong" (Fish & Wood, 1997, p. 37); undertaking international deployment to avoid guilt feelings for turning down the opportunity; and accepting expatriation out of fear that failure to do so will restrict one's career.

The third extrinsic motivation, *identified regulation* (Gagne & Deci, 2005; Roth et al., 2007), moves closer toward self-determined and autonomous behavior with some degree of internalization, in which people accept the importance of the behavior for themselves and thus accept it as their own. They identify with the value of the activity, accept responsibility for the regulated behavior, and have a greater sense of autonomy. They do not feel pressured or controlled by the regulation, but consciously value it and consider the behavior personally important. The locus of causality is somewhat internal, and the regulatory processes include conscious valuing, personal importance, and importance of goals, values, and regulations (i.e., people identify with the value of a behavior for their own self-selected goals even though they do not find the task inherently interesting). Behavior motivated by identified regulation is based on a conscious understanding of the importance of the behavior and on identifying with that importance because it is valued. However, the involvement is not entirely autonomous; engagement in the activity is more from a sense of duty and responsibility than from an internal personal interest (Deci & Ryan, 2008a, 2008b; Ryan & Deci, 2000). Identified regulation aligns partially with "principlism" in the levels of community involvement described by Batson et al. (2002). It also aligns with the understanding and career functions of the Volunteer Function Inventory (Clary et al., 1998). An example of identified regulation would be accepting an IA because one understands its importance in developing a meaningful career, although one is not particularly enthusiastic about the timing or destination of the assignment.

The fourth extrinsic motivation regulatory style is *integrated regulation* (Gagne & Deci, 2005; Roth et al., 2007). The locus of causality is internal, and the motivation is autonomous; it is the fullest type of internalization. It "allows extrinsic motivation to be truly autonomous or volitional, involves the integration of an identification with other

aspects of oneself" (Gagne & Deci, 2005, p. 335) such as other identifications, interests, and values. The behavior becomes integrated into a sense of who the employees are–a synthesis with self and a congruency and coherence between organizational and personal regulations, goals, and values. This type of motivation is what can be expected when workers align their personal careers or goals with that of a mission-driven organization. This is the fullest type of integration. It is the means through which extrinsically motivated behaviors become truly autonomous and self-determined. This form of extrinsic motivation has self-determination qualities similar to those of intrinsic motivation, but it seeks outcomes other than pure personal satisfaction (Deci & Ryan, 2008a, 2008b; Ryan & Deci, 2000).

Other authors refer to concepts incorporated into integrated regulated motivation in a variety of different approaches. "This form of extrinsic motivation manifests when the individual has evaluated the identifications developed in the 'regulation through identification' category and has brought these identifications into agreement with his or her previously held values or needs" (Koehler & Rainey, 2008, p. 40). Maslow's last work espoused human development beyond the self of self-actualization so that ultimately people are "involved in a cause outside of their skin: in something outside of themselves, some calling or vocation" (Maslow, 1971, p. 42). Chalofsky and Krishna (2009, p. 196) refer to this as *selfless-actualization*. Chalofsky and Krishna (2009) refer to a deeper level of motivation than either extrinsic or intrinsic motivation. They refer to meaningful work in which the elements of the work itself, a sense of self, and a sense of balance come together.

> Although the emphasis may be on the congruence of the task with our beliefs, objectives, and anticipated rewards, motivation is seen as focused on the accomplishment of the task. The common assumption is that we are motivated by values based on result or outcome. Meaning, on the other hand, is more deeply intrinsic than values, suggesting three levels of satisfaction: extrinsic, intrinsic, and something even deeper. This level of intrinsic motivation is about the meaning of the work itself to the individual. (Chalofsky & Krishna, 2009, p. 194)

They further suggest that meaningful work flows from commitment to the organization and acceptance of its goals and values. Bringing Chalofsky and Krishna's comments into the SDT framework would suggest that the integrated regulated form of motivation is

what they refer to as meaningful work. As discussed earlier, Grant (2008) also referred to a dimension of motivation that has qualities of intrinsic motivation but is focused on other people or altruism.

Two of the three levels of community involvement suggested by Batson et al. (2002)–altruism, and collectivism–may align with integrated regulation. Similarly, the values function on the Volunteer Function Inventory (Clary et al., 1998) can be classified under integrated regulation. Examples of integrated regulation include: purely altruistic motives for undertaking long-term international volunteer assignments; expatriation assignments used by the organization for organizational development purposes and in which the employee is personally interested in participating toward the same goal.

On the self-determined extreme of the continuum is *intrinsic motivation* (Gagne & Deci, 2005; Roth et al., 2007), which also has an internal locus of causality. The regulatory process is egocentric with engagement in the behavior motivated by personal interest, enjoyment, or inherent satisfaction. With intrinsically motivated behavior, all three core needs (autonomy, competence, relatedness) of individuals are met (Deci & Ryan, 2008a, 2008b; Ryan & Deci, 2000). Batson et al. (2002) classify these as egoism motives. The VFI functions (Clary et al., 1998) of social, protective, and enhancement align with the intrinsic motivation category. Examples of intrinsic motivation abound in studies of international long-term volunteers (Hudson & Inkson, 2006), international migration (Benefader & den Boer, 2007; Wennersten, 2008), and expatriation (Dickmann et al., 2008; Dunbar, 1992; Fish & Wood, 1997). Specific reasons for moving to an international destination that fall into this category include: adventure, romance of exotic place, new experience, work-life balance, and self-development or internal (protean) career development.

According to SDT, the elements that predict the classification of behavior as autonomous, controlling, or amotivating are *competence*, *relatedness*, and *autonomy*. These three basic needs facilitate internalization and integration of extrinsic motivation, with autonomy being the most important social-contextual factor (Gagne & Deci, 2005). The sense of competence or mastery makes behavior relating to the competence more enjoyable (i.e., intrinsically motivated). A sense of self-determination or choice relating

to the behavior provides autonomy of choice, which is more enjoyable or intrinsically motivating (K. W. Thomas & Tymon, 1997).

The impact of motivation on outcomes depends less on motivational quantity (i.e., high level of motivation) and more on the motivational quality (i.e., presence of self-determined forms of motivation). Research findings indicate that the most positive outcomes originate from the self-determined types of motivation (i.e., identified regulation, integrated regulation, and intrinsic motivation) (Vallerand et al., 2008).

Several authors (Grant, 2007, 2008; Koehler & Rainey, 2008) reference Ryan and Deci's (2000) SDT to build the concepts of altruism, prosocial motivation, intrinsic versus extrinsic motivation, and volunteerism into coherent motivational theory. Grant (2007) uses integrated regulated motivation, which "comprises both intrinsic motivation and the types of extrinsic motivation in which people have identified with an activity's value and ideally will have integrated it into their sense of self" (Deci & Ryan, 2008b, p. 182), to bridge the apparent dichotomy between intrinsic and extrinsic motivation when he states that:

> The relationship between the motivation to make a prosocial difference and intrinsic motivation is not yet clear. On the one hand, the two states may be complementary, given that competence, self-determination, and social worth are important enablers of intrinsic motivation. On the other hand, the motivation to make a prosocial difference may undermine intrinsic motivation by over justifying work so that it is no longer interesting for its own sake. These two perspectives may be reconciled by classifying the motivation to make a prosocial difference not as pure intrinsic motivation but, rather, as a state of integrated regulation in which employees are working toward value congruent, personally meaningful outcomes (Grant, 2007, p. 408).

Altrusim, or prosocial behavior, can exhibit both intrinsic and extrinsic qualities as workers "can and often do hold both selfish and selfless motives" (Grant & Mayer, 2009). Studies by Grant (2008) find support for the notion that persistence, performance, and productivity in prosocial tasks is enhanced when higher levels of intrinsic motivation support prosocial motivation. The effect is particularly visible for non-repetitive prosocial tasks. Other researchers of the public sector (Kuvaas, 2009) find similar results with intrinsic motivation's role being an important component toward work performance when combined with supervisor's support for autonomy, competence, and development.

Researchers should expect multiple motives and therefore be careful to focus questions to respondents on a particular behavior.

The SDT model of internalization is not a stage theory (i.e., in SDT, individuals do not move progressively through a number of stages to arrive at some ideal or normative type of motivation). Rather, it describes "types of regulation in order to index the extent to which people have integrated the regulation of a behavior or class of behaviors" (Gagne & Deci, 2005, p. 335). Thus, each individual can display each and any one of the SDT types of motivation at a given time, subject to the context. For example, on a Sunday evening a husband can be motivated by introjected regulation to take out the garbage while being intrinsically motivated to watch football, and he can also be motivated by identified regulation to supervise the children doing homework. The result is that the measures of self-determination adhere to a quasi-simplex pattern where "each subscale correlates most positively with the subscales closest to it and less positively or more negatively with subscales farther from it" (Gagne & Deci, 2005, p. 336).

Besides endorsing multiple types of motivation at one time, the types of motivation endorsed can be dynamic. Thus, people may align with more than one form of motivation when involved with an activity over time (Vallerand et al., 2008). Therefore, the type of motivation involved at the time of making a decision to accept an IA may be different from the type of motivation that supports the decision to remain in the IA.

Some final points on SDT that are important to bear in mind. Reflecting on almost 30 years of SDT research, Vallerand, Pelletier, and Koestner (2008) comment that SDT is widely applied in diverse areas such as parenting, education, work, relationships, physical activity, health, environmental issues, and psychotherapy. Further, they report that findings supporting SDT are robust, with a wide variety of statistical approaches being applied to the data. Recognizing the above overview, Deci and Ryan conclude that SDT is a macro theory of human motivation with support found in multiple cultures (Deci & Ryan, 2008b). Yet Gagne and Forest (2008) comment that SDT is seldom applied in organizational behavior–a gap this study attempts to fill.

Propositions

The presentation of propositions for this study is discussed in this section. Before looking at the propositions, it may be helpful to consider the larger picture for a moment. The purpose of this study is to explore what motivates nonprofit-sector workers to accept IAs. In essence, the study is an exploration of the motivation to accept IAs by developing motivation-based profiles of NPO expatriated workers along cultural, organizational commitment, demographic, economic, and work experience lines.

The first set of propositions outlines expected categories of NPO workers based on the type of motivation influencing their decision to accept an IA using existent SDT, expatriation, international migration, and NPO literature. The second set of propositions outlines expected descriptions of the NPO worker categories based on existent literature.

Expected Motivation Categories

The consensus that emerges from expatriation studies of multinational corporate employees suggests that the strongest motivation for expatriation is the intrinsic form (Dickmann et al., 2008; Dunbar, 1992; Fish & Wood, 1997; Haines et al., 2008). However, it is expected that motivation types for accepting IAs by NPO workers can be categorized into three groups that are tentatively referred to as (a) mission minded workers, (b) intrinsically motivated workers, and (c) controlled motivated workers.

Given that nonprofit organizations are mission-driven with strong prosocial objectives and that their workers in essence partner with the organization to make a difference in the welfare of others (Grant, 2007, 2008), often while receiving lower financial rewards (Emanuele & Simmons, 2002; Preston, 1989), it is expected that NPO workers are altruistically and autonomously motivated, aligning their personal goals and values with that of the organization (Perry & Hondeghem, 2008). They employ altruistic motivational approaches based on the idea that public and nonprofit service is a calling (Perry & Wise, 1990). Grant (2007) sums it up: “Employees with altruistic values are more concerned with making a positive difference in others’ lives than employees with egoistic values” (p. 394). The internalization of organizational objectives suggests that NPO workers can be expected to be motivated by the integrated regulation type of motivation at the autonomous end of the self-determination continuum. Tentatively, these

NPO workers with high internalization and alignment of organizational and personal values are named the mission-minded workers.

Literature on corporate expatriation strongly suggests that the primary motivation for international transfers is intrinsic, as prospective expatriates seek adventure or a better quality of life (Dickmann et al., 2008; Dunbar, 1992; Fish & Wood, 1997; Wennersten, 2008). Further, international migration literature indicates that much of the migration from more-developed countries to lesser-developed countries is intrinsically motivated (Hugo, 2004; Khoo et al., 2008; Wennersten, 2008). It can be expected that a strong prosocial motivation is not present in all NPO workers. Some may start out being primarily intrinsically motivated, while others may start out mission minded but become intrinsically motivated as they recognize that returning to their home country would severely disrupt and change a lifestyle they do not want to forsake. Thus, their primary reason for continuing the expatriation appointment is primarily intrinsically motivated. Tentatively, this group is referred to as the intrinsically motivated workers.

Corporate expatriation literature reports that some employees accept international appointments because they recognize that without international experience, their career will hit a ceiling. Thus, due to its importance for the development of their personal protean or organizational career, they agree to a term of expatriation although they do not like the idea, the timing, or the destination (Eby & Russell, 2000; Fish & Wood, 1997; Harvey, 1997; Hill & Tillery, 1992; Ostroff & Clark, 2001). In larger NPOs with several executive layers, a similar situation may exist. NPO workers who accept international appointments under the guise of it being essential for career development are effectively motivated by an external controlling influence (i.e., introjected regulated motivation).

The findings of international migration literature show that migrants originating from lesser-developed countries are more interested in gaining citizenship than migrants originating from more-developed countries (Hugo, 2004; Khoo et al., 2008). Despite the lure of family and an extended social network in their countries of origin, they decide not to return there in order to avoid the economic hardship or to provide their families with better educational and other opportunities. Under similar circumstances, transpatriates in the NPO sector may likewise find it unattractive to return to their countries of origin. The economic incentive to remain in a position where financial and other rewards (e.g., better

education and health services for families) are more advantageous is an external regulated motivation for accepting an international appointment.

Prosocial behavior that appears to be similar may originate from different underlying motivational processes (Clary et al., 1998). Individuals with high religiosity values can feel guilt or obligation (i.e., introjected regulated motivation) to engage in prosocial behavior (Musick & Wilson, 2008), which can lead to an IA.

For a variety of reasons, it is expected that there is a group of NPO workers who feel that they are controlled by some external influence to accept an IA. Tentatively, this category of NPO worker who is extrinsically or introjected motivated is named the controlled motivated workers.

To conclude, three groups are expected to form based on their motivation for accepting IAs, which leads to the following two propositions:

Proposition 1a: In terms of motivation, NPO workers cluster into three groups: mission-minded, intrinsic motivated, and controlled motivated.

Proposition 1b: The mission-minded group is the largest group of NPO workers.

Description of Motivation Categories

Although the above propositions suggest that three categories of NPO workers exists, based on their motivation for accepting international appointments, analysis may reveal a lesser or greater number of groups. Once the motivational categories are established, further analysis can describe each group using cultural values, organizational commitment, tenure, level of development in originating country, and demographic variables. What follows is a set of propositions describing the expected profiles of each of the anticipated groups based on existent literature.

Perry and Hondeghem (2008) comment that to achieve their mission, NPOs attract workers and volunteers who can align their personal objectives for involvement with the NPO mission (integrated regulated motivation). They state that this requires a degree of commitment, dedication, and a measure of altruism from workers and volunteers. In relating organizational commitment specifically to the motivation for

accepting IAs, Tharenou (2003) finds that commitment to the organization increases the willingness of workers to expatriate. Others find stronger correlations between organizational commitment and job performance in collectivist cultures compared to individualistic cultures (Clugston, Howell, & Dorfman, 2000; Jaramillo, Mulki, & Marshall, 2005). Personal-related factors influencing the willingness to expatriate include age (Andersen & Scheuer, 2004), and level of education (Aryee et al., 1996).

Pandey and Stazyk (2008) summarize literature on antecedents of public service motivation and find that age, education, and gender are robust antecedents. Both age and education are positively associated with public service motivation, while women show higher levels of compassion. They also find that social institutions such as family, religion, and profession influence the formation of public service motivation. Parental relations and role modeling influence children and inculcate them with public service motivation. Musick and Wilson (2008) report that younger adults are primarily interested in establishing social connections and relationships, whereas older adults are mainly interested in having a sense of purpose as motivation for volunteering. Further, they find that parents with children are more likely to volunteer as an extension to their parental role and feeling needed (i.e., value and protective motive) than adults without children.

From a cultural values perspective, individuals who have internalized organizational objectives and aligned their personal goals with that of the organization value their work as very central to their life existence (i.e., integrated regulated motivation), thus displaying high masculine values, according to Hofstede (1991). Focus on the long-term impact of decisions usually shifts an individual's attention to the larger picture of life and its purpose. Thus people with a long-term orientation identify with larger issues beyond themselves including making a difference. In identifying with a larger purpose, it is more likely that individuals align their personal goals with such a larger purpose and thus become integrated regulated. Further, those who hold more collectivistic values are expected to be more concerned about others (i.e., hold higher altruistic values), especially once they have committed to and internalized organizational objectives and mission and have effectively made it part of their in-group. Fisher and Mansell (2009) find in a meta analysis of organizational commitment across cultures that

greater collectivism was associated with higher normative commitment (Meyer & Allen, 1997).

Miller and Cheng (1978) sum up the differences between the one-time and long-time expatriates by stating that first-time expatriates are motivated to accept IAs seeing them as a steppingstone for advancement within the organizational hierarchy (i.e., identified regulated motivation), while repeat-assignment expatriates view additional IAs as improving their personal careers and promotion potential (i.e., intrinsic regulated motivation). It can be argued that those individuals who accept NPO IAs for egocentric motives (e.g., adventure or romance) have their wanderlust satisfied after a few years of work with limited financial resources and other hardships. When their itch for adventure is fulfilled, they either return to their country of origin or undergo a change in motivation for IAs. It is possible that the change in motivation results from them aligning their goals with the objectives of the organization and then choosing to continue working abroad due to an integrated regulated type of motivation.

Pandey and Stazyk (2008) report on studies of the relationship between public service motivation and professionalism and indicate that the higher the level of professionalism, the higher the public service motivation (i.e., integrated regulated motivation) as it relates to civic duty and self-sacrifice.

Summarizing the above discussion in describing the mission-minded worker, it is proposed that:

> *Proposition 2a: The mission-minded group is characterized by high collectivism and masculinity values, strong long-term orientation values, higher levels of affective and normative organizational commitment, longer NPO and organizational tenure, more professional training, and children in the family.*

The intrinsically motivated worker description is in many respects the polar opposite to the description of the mission-minded worker discussed above. People high on individualism see the work contract in commercial terms and are willing to sever employment if doing so is in the best interest of the individual's career (Jackson, 2002). They focus on the immediate benefit to themselves. Thus, they are less committed to the organization (Fischer & Mansell, 2009), and are more egocentric and less focused on the

objectives, values, and mission of the organization. Their decision to accept an IA is based on how the career move enhances the individual's internal career or protean career (Hall, 1976), with less thought about the objectives of the organization leading to shorter tenure (Fish & Wood, 1997). This is a close parallel to what is referred to as the noneconomic migrant (Malewski, 2005; Wennersten, 2008), which is an emerging trend for young, well-educated individuals (Wennersten, 2008) to seek out new experiences and better quality-of-life situations through IAs (Hugo, 2004).

Wang (2005) suggests that people with strong individualism are more likely to migrate internationally, based on her findings in a longitudinal study of Chinese academic migrants to the USA. Further, the feminine value is described as individuals who "tend to emphasize personal goals such as a friendly atmosphere, comfortable work environment, quality of life, and warm personal relationships" (Srite & Karahanna, 2006, p. 682).

Summarizing the above discussion in describing the intrinsically motivated worker, it is proposed that:

> *Proposition 2b: The intrinsically motivated group is characterized by low collectivism values, low long-term orientation values, lower levels of organizational commitment, shorter tenure, originating from more-developed countries, being young, and having no children in the family.*

Migrants from less-developed countries to more-developed countries are mainly motivated by extrinsic factors, more specifically economics (Martin, 2003). Musick and Wilson (2008) report on a range of studies where the Volunteer Function Inventory functions vary between population groups by income, education, age, gender, religiosity, marital and parental status, and race. They find in a Canadian-based Volunteer Function Inventory survey of volunteers that career motives (i.e., identified regulated) were more likely cited by lower income, lower educationally qualified, younger, female, and less-religious respondents.

From a cultural values perspective, motivation for taking an IA can be influenced by external forces. Individuals with high power distance values view a suggestion by a person in authority to consider an IA (i.e., external regulated motivation) more as a

prescription to accept an expatriation appointment. Similarly, people with high uncertainty avoidance are less likely to accept IAs unless under consider extrinsic pressure (i.e., external regulated motivation). The level of uncertainty posed by the expatriation experience, cultural adjustments, and subsequent successful repatriation process is very high (Tung, 1987). Thus, if people with high uncertainty avoidance do engage in expatriation, it is not due to intrinsic motivation (i.e., autonomous regulated motivation), but rather strong extrinsic pressure (i.e., external regulated motivation), such as an organizational mandate for a management development assignment, or by large economic incentives. Dickmann et al. (2008) report that the strength of the financial reward motive may vary according to nationality. In Fischer and Mansell's (2009) meta-analysis study of culture and commitment, they find that individuals with greater power

Table 3 – *Partial List of Subtopics and Key Literature Reviewed*

Motivation sub-topic	Partial list of key literature
Work motivation at MNO &	(Deci & Ryan, 1985)
self-determination theory (SDT)	(Deci & Ryan, 2008b)
	(Gagne & Deci, 2005)
	(Ryan & Deci, 2000)
Expatriation	(Dickmann et al., 2008)
	(Dunbar, 1992)
	(Fish & Wood, 1997)
International migration	(Khoo et al., 2008)
	(Massey et al., 1993)
	(Morawska, 2007)
	(Martin, 2003)
	(Wennersten, 2008)
Long-term international volunteering	(Hudson & Inkson, 2006)
Volunteerism	(Batson et al., 2002)
	(Clary et al., 1998)
Working in mission driven organizations	(Perry & Hondeghem, 2008)
NPO expatriation	???

distance held higher continuance and normative commitment. Further, they also find that economic variables are negatively associated with affective and normative commitment. Thus, individuals from less-developed countries are expected to have high normative and affective organizational commitment.

International migrants from less-developed countries are mainly motivated by extrinsic factors, more specifically economics or the improved educational and health care facilities the host destination offers (Hugo, 2004; Khoo et al., 2008; Martin, 2003).

Summarizing the above discussion in describing the controlled motivated worker, it is proposed that:

> *Proposition 2c: The controlled motivated group is characterized by high power distance; high uncertainty avoidance; high affective commitment, normative commitment, and continuance commitment; and originating from more-developed countries.*

Conclusion

In summary, the literature review chapter discussed the three interrelated knowledge areas of motivation relating to: (a) work motivation as it affects the motivation for accepting international appointments by MNOs, (b) international migration, and (c) working and volunteering for nonprofit organizations (see Figure 1). At the intersection of these three knowledge areas is the underresearched topic relating to the motivation of NPO workers for accepting IAs. Relevant and pertinent literature was identified and briefly reviewed for each knowledge area, including the subtopics in the intersections (see Table 3 for a list of sub-topics and key authors). To the knowledge of this author, there is no literature that explicitly deals with motivation for NPO expatriation. The contribution of this study is toward filling this gap.

SDT is used as a framework to integrate the motivation for the various knowledge areas including the reasons for multinational corporate employees accepting IAs, reasons for international migration, and the reasons for volunteerism. This integrated foundation is used to develop a series of proposals to study the motivation of NPO workers for accepting IAs.

Table 4 – *Integration of Identified Expatriation, International Migration, and Volunteer Motives With Self-Determination Theory* (Adapted by author)

Model/Topic						
Self-Determination Theory (SDT)						
Behavior	Least self-determined					Most self-determined
Motivation	Amotivation	Extrinsic Motivation				Intrinsic Motivation
Regulatory styles	**Nonregulated**	**External Regulated**	**Introjected Regulated**	**Identified Regulated**	**Integrated Regulated**	**Intrinsic Regulated**
Perceived locus of causality	Impersonal	External	Somewhat external	Somewhat internal	Internal	Internal
Relevant regulatory processes	Nonintentional, Nonvaluing, Incompetence, Lack of control, Absence of intentional regulation	Compliance, Contingencies of external rewards and punishments	Self-control, Ego-involvement, Internal rewards and punishments, Self-worth contingent on performance	Personal importance, Conscious valuing, Importance of goals, values, and regulations	Congruence, Awareness, Synthesis with self, Coherence among goals, values, and regulations	Interest of, Enjoyment of, Inherent satisfaction with the task
Motivation	Lack of motivation	Controlled motivation	Moderately controlled motivation	Moderately autonomous motivation	Autonomous motivation	Inherently autonomous motivation
Motives for Community Involvement				Principlism	Altruism Collectivism Principlism	Egoism
Volunteer Function Inventory			Protective	Understanding career	Values	Social enhancement

Motivation	Amotivation	Extrinsic Motivation				Intrinsic Motivation
Regulatory styles	**Nonregulated**	**External Regulated**	**Introjected Regulated**	**Identified Regulated**	**Integrated Regulated**	**Intrinsic Regulated**
International Long-Term Volunteer Motives						
					Altruism	Right time, Different culture, Adventure, Always wanted to do it, Career move, Search for meaning, Challenge
Motivation for International Migration						
From more-developed countries		Social and political dissent	Family			Work-life balance, Lifestyle, Adventure, New experience
From less-developed countries		Income and employment opportunities, Threats, Persecution	Career opportunities, Family unification			Social network
Motivation for Expatriation						
		Financial rewards, Escape unemployment, Dissent (political, social)	External career development, Fear restricted career, Status	Meaningful vocation	Organizational development	Adventure, Romance of exotic place, Internal career development, Work-family balance

CHAPTER III

METHODOLOGY

Overview

In chapter I, the importance of understanding the motivation for expatriation among NPO workers was discussed. Not only is the partnership role of NPOs in the international arena becoming more evident and more widely recognized (Hamm, 2009; Teegen et al., 2004), but also these organizations uniquely contribute strong mission-driven agendas and attract people motivated by altruism. Unfortunately, little research is published on the motivation of NPO workers accepting IAs, with the result that NPO international human resource managers attempt to manage their international worker cadre by policies founded on the assumptions of the extensive research of MNC expatriation processes. This approach may be effective, but it does raise the question regarding what differences exist in the motivation for accepting IAs by MNC employees versus NPO workers. Understanding the fundamental drive of NPO workers to accept IAs enables organizations to better manage, support, and motivate their international-based NPO workers and reduce the incidence of expatriation failure.

In chapter II, the literature relating to the motivation for international migration, volunteerism, and corporate expatriation was reviewed. In addition the literature on interrelating topics such as long-term volunteering (the intersection of international migration and volunteerism), working for mission-driven organizations (the intersection of volunteerism and work motivation), and expatriation (the intersection of international migration and work motivation) are reviewed (see Figure 1 in chapter II). At the center intersection of these three knowledge domains (i.e., the intersection of international migration, volunteerism, and work motivation) is the topic of NPO expatriation, which is the focus of this dissertation. In the conclusion of chapter II, the theoretical framework of

the SDT is presented as an approach to look beyond the reasons for accepting international appointments toward an understanding of the underlying motivation for such decisions. The chapter ends with a series of propositions regarding the motivation of NPO workers for accepting IAs.

This chapter deals with the method of research, the instruments used, and the analysis done to address the research questions and propositions. The first section discusses the research design, population, and sample. The second section outlines the questionnaire design, the scale sources and development, and scale content validity procedures. Then the data collection, preparation, and transformation issues are addressed. Next methods of analysis are covered. Finally, ethical and human subject considerations are discussed.

Research Design

The intent of conducting this study is to identify and measure the autonomous motivation of NPO workers to accept an international appointment using the six regulatory styles of the SDT framework. A first step toward this objective was to develop and validate a survey instrument that assesses the strength of the six regulatory styles as it relates to the decision to accept an IA. Questionnaires are an inexpensive way to gather field data from a sufficiently large number of respondents to allow statistical analysis of the results. Further, a well-designed questionnaire can gather information on both the overall performance of the test system as well as information on specific components or demographic subgroups in the system.

Although other researchers using the SDT framework employ questionnaires (Fernet, Senécal, Guay, Marsh, & Dowson, 2008), such instruments are subject to a number of limitations. First, questionnaire responses tend to reflect the reading, writing, and interpretation skills of respondents. This may lead to misinterpretation, particularly when respondents have a different cultural or language background from that of the researacher. Second, questionnaires generally specify a particular set of questions and eliminate many other questions–particularly follow up questions that further explore the phenomenon under study–that are possible in an interview context. These limitations may result in obtaining partial and possibly distorted information (Leedy & Ormod, 2005).

An alternative approach to exploring the motivation for accepting IAs would be to use qualitative-based methods, such as a phenomenological or grounded theory study. The researcher did consider these approaches and decided against them, for four primarily reasons. Firstly, SDT is well-suited to explain the fundamental motivators for the behavior under study and is widely accepted as a motivation theory in a wide range of domains. Deci and Ryan (2008b) sum up the areas in which SDT is applied, including close relationships, parenting, education, work, well-being and health, sport and exercise, and environmental sustainability. Secondly, research on expatriation of MNC employees (Dickmann et al., 2008; Dunbar, 1992; Fish & Wood, 1997) concludes that they are either intrinsically or extrinsically motivated. This finding fits well into the SDT framework. Thirdly, limited time and financial resources constrain the researcher from traveling to interview NPO workers originating from and working in distant countries in Europe, Africa, Asia, and South America. Fourthly, questionnaires provide a level of anonymity that personal interviews cannot, particularly when discussing a sensitive topic such as motivation for accepting IAs in mission-driven organizations.

The survey instrument was developed based on SDT principles, the existent literature (on MNC expatriation, volunteerism, and international migration), and the personal experiences of the researcher. The study is essentially field research with survey responses from NPO workers and their spouses who are on IA or who were recently appointed to an international position. In addition, differences in motivation among subgroups (defined by demographics, tenure, cultural values, organizational commitment, and other variables) are explored to establish how widely the predominant motivation for expatriation among NPO workers and their spouses is held.

Population and Sample

Population

The population is NPO workers on IAs that are longer than one year in duration. The diversity among NPOs varies along several dimensions. First, they range from domestically to internationally focused organizations. The nature of the research problem in this study narrows the population to NPOs with an internationally focused division. Second, NPOs range in purpose from a primarily religious agenda to agendas that are

primarily political, environmental, or humanitarian in nature. Because of researcher accessibility, this study focused on organizations with strong religious and/or humanitarian agendas.

It was planned to access NPO workers on IA through Christian Hospitality Network, which offers gratis annual retreats to internationally based Christian missionaries. Each year Christian Hospitality Network focuses on missionaries in a different world region (e.g., Europe and North Africa in 2008, South America in 2009, and Africa and the Middle East in 2010). Since 2002, the network has offered hospitality services at retreats for missionaries from 76 internationally focused missionary (sending) organizations, working in 84 countries (Christian Hospitality Network, 2010). Christian Hospitality Network was willing to invite approximately 1,000 past retreat-attendee family units in their e-mail database to participate in this study. Refer to Appendix A for the letter of cooperation.

Sampling Method

Although the primary target for responses in this study are NPO workers on long-term IAs, it is important to recognize that a decision to live and work in a foreign country is a family decision. Thus the spouses' views and motivation for the IA are critical as evidenced by Tung's (1987) study, which shows that the most common reason for IA failure is an unhappy spouse.

Therefore, the sample for this study is a convenience survey sample of workers and spouses. Two sources of respondents were used. The first is the Christian Hospitality Network retreat attendees over the period 2006 to 2009. The second is a snowball approach, using the researcher's personal acquaintance list as seed.

Sample Size

Schumacker and Lomax (2004) cite Bentler and Chou's (1987) suggestion that at least 10 subjects per latent variable is sufficient for confirmatory factor analysis. With six theoretical latent variables in the SDT model, a minimum sample of 60 is necessary. However, Hair et al. (2006) suggest for exploratory factor analysis a sample size of 100 or more, with a general rule being that the minimum is at least five times the number of

variables to be analyzed. Considering that confirmatory factor analysis requires at minimum three–but ideally four–items per latent variable to be adequately identified (Hair et al., 2006), and that there are six theoretical latent variables in the SDT model, a minimum sample of between 90 and 120 (5 x [3 or] 4 items x 6 latent variables) is necessary. However, for confirmatory factor analysis a split sample is necessary; thus to do confirmatory factor analysis the target sample size is 180 to 240 responses. With a sample size of only 140 to 160 in this study, confirmatory factor analysis could not be performed. Thus the findings of this initial study are preliminary until a larger sample is obtained.

For the cluster analysis in this study, the sample size must be large enough "to adequately represent all of the relevant groups of the population" (Hair et al., 2006, p. 571). Thus the target sample size for this study was a minimum of 120 completed and usable responses from NPO workers and their spouses for the basic exploratory factor analysis, cluster analysis, and analysis of the propositions.

Questionnaire Design

The success of a survey-based study depends on a well-designed questionnaire consisting of scales that are validated and reliable. Where suitable validated scales exist to measure study variables, these are employed. For example, to measure organizational commitment, Meyer and Allen's (1997) three component scales are applied. However, much of the SDT-based studies are in the educational (Fernet et al., 2008; Grolnick & Ryan, 1989) and wellness (Williams, Grow, Freedman, Ryan, & Deci, 1996) literature. Since SDT recognizes that motivation is contextually specific to the behavior and time, the scales developed for studies in education or wellness cannot be applied to international appointments. Although new scales were necessary for this study, it was possible to adopt key phrases used in existing validated SDT-based instruments for the new set of scales relating to international appointees.

The Motivation for Expatriation questionnaire consists of eight subsections. The variables, purpose, and design considerations for each section is discussed in the following paragraphs. See Appendix B for the proposed instrument.

Subsection A–Importance of International Appointments

The underlying premise in this study is that NPO workers have integrated the mission-driven organization's purposes with their own life purposes (see Proposition 1a). The first question asks: "How important do you consider your international appointment for accomplishing the purpose of the organization that you represent?" Responses are recorded on a 5-point rating scale, with anchors labeled (1) unimportant and (5) extremely important. This question has a twofold purpose. Firstly, it is a teaser to get participants interested in completing the questionnaire. Secondly, it is used to establish in general terms the degree of integration between organizational and personal purposes.

Subsection B–Behavior Values

Cultural values can have a significant impact on motivation. It is widely recognized that much of motivation theory is culture bound and that many of the motivation theories originating from North America do not apply in the same way to people with different cultural value systems (Adler, 2000). However, SDT asserts that the basic psychological needs (autonomy, relatedness, and competence) are universal across cultures. In a brief discussion of SDT's impact on well-being across various life domains, Deci and Ryan (2008a) cite several studies, including a study in Russia, South Korea, Turkey, and the United States (Chirkov, Ryan, Kim, & Kaplan, 2003), and conclude that SDT motivation types and approach can be universally applied. They state that "despite surface differences in cultural values, underlying optimal motivation and well-being in all cultures are very basic and common psychological needs" (Deci & Ryan, 2008a, p. 18). Yet other researchers find that cultural values do impact organizational commitment (Clugston et al., 2000; Fischer & Mansell, 2009) and international migration (W. Wang, 2005; Wennersten, 2008).

In the behavior values subsection, the respondent's individual cultural values were assessed using scales for individualism/collectivism; uncertainty avoidance; power distance; masculinity/femininity; and long-term orientation. Scales by Hofstede (1980) and House et al. (2004) are designed for national or organizational level samples and thus cannot be used to assess cultural values at the individual level. It is desirable to assess the individual's cultural values score in this study because many potential respondents may

Table 5 – *Individual Level Cultural Value Scales*

Code	Scale item
ID1	Group welfare is more important than individual rewards.
ID2	Group success is more important than individual success.
ID3	Being accepted by members of your work group is very important.
ID4	Employees should pursue their goals only after considering the welfare of the group.
ID5	Managers should encourage group loyalty even if individual goals suffer.
ID6	Individuals may be expected to give up their goals in order to benefit group success.
PD1	Managers should make most decisions without consulting subordinates.
PD2	It is frequently necessary for a manager to use authority and power when dealing with subordinates.
PD3	Managers should seldom ask for the opinions of employees.
PD4	Managers should avoid off-the-job social contacts with employees.
PD5	Employees should *not* disagree with management decisions.
PD6	Managers should *not* delegate important tasks to employees.
UA1	It is important to have job requirements and instructions spelled out in detail so that employees always know what they are expected to do.
UA2	Managers expect employees to closely follow instructions and procedures.
UA3	Rules and regulations are important because they inform employees what the organization expects of them.
UA4	Standard operating procedures are helpful to employees on the job.
UA5	Instructions for operations are important for employees on the job.
MF1	Meetings are usually run more effectively when they are chaired by a man.
MF2	It is more important for men to have a professional career than it is for women to have a professional career.
MF3	Men usually solve problems with logical analysis; women usually solve problems with intuition.
MF4	Solving organizational problems usually requires an active forcible approach, which is typical of men.
MF5	It is preferable to have a man in a high-level position rather than a woman.

Note. Codes represent individualism/collectivism (ID), power distance (PD), uncertainty avoidance (UA), and masculinity/femininity (MF) values. From Dorfman, P. W., & Howell, J. (1988). Dimensions of national culture and effective leadership pattems: Hofstede revisited. In E. G. McGoun (Ed.), *Advances in International Comparative Management* (Vol. 3, pp. 127-149). Greenwich, CT: JAI Press.

have lived in multiple countries, including during their childhood years. Living in a foreign culture during these formative years may result in individuals forming a unique mixture of cultural values that neither fit with nor represent their home country culture or the host country culture; this is referred to as the third culture kid (TCK) phenomenon (Pollock & Van Reken, 1999). The effects of this phenomenon impact individuals into adult life.

Dorfman and Howell (1988) developed cultural-values scales for the individual level, which have been widely used and accepted. McCoy, Gallata, and King (2005) citing McCoy (2002) give reliability scores for Dorfman and Howell's (1988) scales of .71 for collectivist, .81 for uncertainty avoidance, .86 for masculinity/femininity, and .72 for power distance. In this study the Dorfman and Howell (1988) scales were used to measure individualism/collectivism, uncertainty avoidance, power distance, and masculinity/femininity. Responses to each item are made on a 5-point scale, with anchors labeled (1) disagree and (5) agree. In the final instrument, the items were ordered randomly. See Appendix B for the full proposed instrument. Table 5 presents the scales for measuring the individual scores for each cultural dimension at the individual level.

Table 6 – *Individual Level Scale to Measure Long-Term Orientation*

Code	Scale item
LT1	I plan for the long term.
LT2	I work hard for success in the future.
LT3	I don't mind giving up today's fun for success in the future.
LT4	Persistence is important to me.
LT5	Respect for tradition is important to me.
LT6	Family heritage is important to me.
LT7	I value a strong link to my past.
LT8	Traditional values are important to me.

Note. From Bearden, W. O., Money, R. B., & Nevins, J. L. (2006). A measure of long-term orientation: Development and validation. *Academy of Marketing Science. Journal, 34*(3), 456-467. The long-term orientation scale factors into two subscales. Items LT1 to LT4 measure planning, and items LT5 to LT8 measures tradition.

Table 6 presents the scales for measuring the long-term orientation at the individual level. For the long-term orientation measurement, use was made of an individual level scale developed and validated cross-culturally in United States, Argentina, Austria, and Japan by Bearden, Money, and Nevins (2006). The long-term orientation scale factors into two subscales. Items LT1 to LT4 measure planning, and items LT5 to LT8 measures tradition. The original scale is a 7-point scale with anchors of agree-disagree. For the sake of consistency with the other cultural dimension scales discussed above, a 5-point scale with anchors labeled (1) disagree and (5) agree was used for the long-term orientation measurement in this study. In the final instrument, the items were ordered randomly with the other cultural value items. See Appendix C for the full proposed instrument.

Subsection C–Motivation for an International Assignment

The core of this study's research problem lies in understanding the fundamental motivation for the acceptance of an IA or, more specifically, the type of autonomous motivation for the expatriation decision. A number of sources are used to identify the key constructs in designing questions for measuring the degree of autonomous motivation. First, the theoretical basis is provided by the SDT framework, with its six types of regulatory motivation styles (Ryan & Deci, 2000): (a) non-regulated or amotivation, (b) external regulated, (c) introjected regulated, (d) identified regulated, (e) integrated regulated, and (f) intrinsic regulated. Second, a number of questionnaires designed by other researchers using the SDT motivational framework were studied to identify key phrases that relate to the six motivation types (Fernet et al., 2008; Legault, Green-Demers, Grant, & Chung, 2007; Ryan & Connell, 1989; Ryan, Rigby, & King, 1993). Third, the literature review with previously identified reasons for international mobility of MNC employees (Dickmann et al., 2008; Dunbar, 1992; Fish & Wood, 1997) and international migrants (Benefader & den Boer, 2007; Khoo et al., 2008; Massey et al., 1993; Wennersten, 2008; Winkelmann-Gleed, 2006) added further content for the items.

Recognizing that SDT-related instruments have evolved, the drafting of items for measurement of the six motivation types borrowed more heavily from recently developed scales. Two in particular were used. The first studies the motivation toward work tasks

performed by teachers (Fernet et al., 2008), and the second looks at motives to regulate prejudice (e.g., racial, ethnic, etc.) (Legault et al., 2007).

Fernet et al.'s (2008) instrument assesses five of the six motivational dimensions, with subscale Cronbach alphas ranging from .63 to .86 (intrinsic .86 and .81, identified regulated .67, introjected regulated .74, external regulated .75, and amotivation .63). Items are scored on a 7-point anchored scale (1 = do not agree at all, 7 = agree completely). The scale is reproduced in Table 7, and key phrases are marked in bold. In some studies using SDT, a particular motivational dimension is eliminated from the construct when it is deemed unsuitable for the target behavior or audience. For example, questionnaires on behaviors such as stopping smoking do not include an intrinsic motivation subscale. Or, questionnaires targeted at children–for whom integration of a behavioral regulation is deemed uncommon–may not include the integrated regulated subscale.

Legault et al. (2007) study the motivation to regulate prejudice in a series of studies and find internal consistency with Cronbach alphas ranging from .56 to .90 over two studies for the six SDT motivational types (intrinsic .84 to .90, integrated regulation .76 to .79, identified regulated .82 to .83, introjected regulated .63 to .82, external regulated .84 to .87, and amotivation .56 to .80). Items are scored on a seven-point anchored scale (1 = does not correspond at all, 7 = corresponds exactly). Their scale is reproduced in Table 8, and key phrases are marked in bold.

Combining items from the two scales referenced above (Fernet et al., 2008; Legault et al., 2007) with the findings of other researchers on the reasons for expatriation (Dickmann et al., 2008; Dunbar, 1992; Fish & Wood, 1997; Wennersten, 2008), seven responses for each of the six SDT regulatory types (42 items) were developed. Each item is prefixed with the statement: "I decided to accept an international assignment... ." Respondents were asked to rate to what degree each of the items corresponds to their reason for accepting an IA, using a seven-point rating scale with anchors labeled (1) does not correspond at all and (7) corresponds exactly–similar to the scale used by Legault et al. (2007).

Table 7 – *Scale to Assess Motivation for Teacher Tasks*

Dimension	Scale item
Amotivation	**I don't know**, I **don't always see the relevance** of carrying out this task
Amotivation	I don't know, sometimes I **don't see its purpose**
Amotivation	I used to know why I was doing this task, but I **don't see the reason anymore**
External regulated	Because my **work demands it**
External regulated	Because the **school obliges me to do it**
External regulated	Because I'm **paid to do it**
Introjected regulated	Because if I don't carry out this task, I **will feel bad**
Introjected regulated	To **not feel bad if I don't do it**
Introjected regulated	Because I would **feel guilty not doing it**
Identified regulated	Because **it is important** for me to carry out this task
Identified regulated	Because this task allows me to **attain work objectives that I consider important**
Identified regulated	Because I **find this task important** for the academic **success of my students**
Intrinsic	Because I find this **task interesting** to do
Intrinsic	Because I **like doing** this task
Intrinsic	Because **it is pleasant** to carry out this task

Note. From Fernet, C., Senécal, C., Guay, F., Marsh, H., & Dowson, M. (2008). The work tasks motivation scale for teachers (WTMST). *Journal of Career Assessment, 16*(2), 256–279.

Rossiter (2002) contends that construct validity is content validity, and he outlines a procedure to provide content validity to a theoretical construct that can be statistically affirmed with alpha and beta measures (recommended coefficient beta of 0.7 and alpha of 0.8). Within Rossiter's (2002) C-OAR-SE framework, the object for this study is accepting an IA (i.e., concrete singular), and the attribute (i.e., second-order eliciting) is

Table 8 – *Scale to Assess Motivation to Regulate Prejudice*

Dimension	Scale item
Intrinsic	**Enjoyment** relating to other groups
Intrinsic	**Pleasure** of being open-minded
Intrinsic	For the **joy I feel** when learning about new people
Intrinsic	For the **interest I feel** when discovering people/groups
Integrated regulated	**I appreciate** what being understanding **adds to my life**
Integrated regulated	Striving to understand others is part of **who I am**
Integrated regulated	Because **I am** tolerant and accepting of differences
Integrated regulated	Because **I am** an open-minded person
Identified regulated	Because **I value** nonprejudice
Identified regulated	Because **I admire** people who are egalitarian
Identified regulated	**I place importance** on having egalitarian beliefs
Identified regulated	Because tolerance is **important to me**
Introjected regulated	Because I feel like **I should avoid** prejudice
Introjected regulated	Because I would **feel guilty** if I were prejudiced
Introjected regulated	Because I would **feel ashamed** if I were prejudiced
Introjected regulated	Because I would **feel bad** about myself if I were prejudiced
External regulated	So that **people will admire me** for being tolerant
External regulated	Because **I don't want people to think** I'm narrow-minded
External regulated	Because biased people are **not well-liked**
External regulated	Because **I get more respect/acceptance** when I act unbiased
Amotivation	**I don't know**; it's **not a priority**
Amotivation	I don't know; I **don't really bother trying** to avoid it
Amotivation	I don't know why; I think **it's pointless**
Amotivation	I don't know, it's **not very important to me**

Note. From Legault, L., Green-Demers, I., Grant, P., & Chung, J. (2007). On the self-regulation of implicit and explicit prejudice: A self-determination theory perspective. *Personality and Social Psychology Bulletin 33*(5), 732-749.

the degree of autonomous motivation with the six motivation types, each being an eliciting attribute. According to Rossiter (2002), each eliciting attribute requires three to five well-selected items. An initial list of seven items was proposed which, after judging by a panel of experts, was reduced to five. A further element to the framework is the rater. In this study, the rater was the NPO worker and/or the spouse on IA.

The purpose of the process, which includes referencing subscales of other SDT-based studies, applying Rossiter's (2002) framework, and pretesting the initial seven-item list with a panel of experts, is to establish content validity of newly developed autonomous motivation scales within the context of IAs.

Discussion to support the construction of SDT subscale items to measure each motivation type follows.

Table 9 **–** *Amotivation Subscale Before Expert Judgment Evaluations*

Code	Scale item
I decided to accept an international assignment...	
AMT1	But I don't know why–someone else made the decision for me
AMT2	It just happened to work out–I still don't see the purpose of going
AMT3	Because it seemed a good idea at the time, but now I don't see the reason anymore
AMT4	But I don't know the reason, its not a priority for me
AMT5	I don't know why and it's not very important to me
AMT6	I am just accompanying my spouse/family
AMT7	I don't know, I don't think that I have what it takes to successfully live internationally

Amotivation subscale. Amotivation refers to the lack of self-determined behavior where there is a lack of intention to act, little purpose, and behavior without knowing or understanding why (Gagne & Deci, 2005; Ryan & Deci, 2000). There is a large degree of consistency in the key phrases used by researchers in diverse disciplines when measuring amotivation. Lagault et al. (2007) uses terms such as: "I don't know," "not a priority," "not important to me," and "it's pointless." Fernet et al. (2008) employ terms in their

amotivation subscale such as: “I don’t know,” “don’t see the relevance,” “don’t see the purpose,” and “don’t see the reason anymore.”

Based on the identified key phrases, an initial set of seven items are developed to measure the SDT amotivation subscale as it relates to the decision to accept an IA. These items are listed in Table 9. Judgment and feedback by a panel of subject-matter experts reduced the number of items in the subscale to five items.

Table 10 **–** *External Regulated Subscale Before Expert Judgment Evaluations*

Code	Scale item
I decided to accept an international assignment...	
ERG1	Because the organization assigned me/us to the international assignment
ERG2	Because the organization expects its workers to accept international assignments
ERG3	So that people will admire me for living internationally
ERG4	Because my spouse will be unhappy if we did not go on the international assignment
ERG5	Because I get more respect/acceptance when I live and work internationally
ERG6	Because the financial and other benefits are attractive
ERG7	Because the opportunities for international travel are attractive

External regulated subscale. External regulated motivation refers to an external locus of causality, where behavior is controlled by the desire to obtain external reward or to avoid external punishments (Gagne & Deci, 2005; Ryan & Deci, 2000). Lagault et al. (2007) employ terms such as: “people will admire me,” “don’t want people to think” bad of me, “not being well-liked,” and “getting more respect/acceptance.” Fernet et al. (2008) includes phrases in their subscale such as: “work demands it,” organization “obliges me to do it,” and “paid to do it.”

Based on the key phrases used by these researchers, an initial set of seven items are developed to measure the SDT external regulated subscale as it relates to the decision to accept an IA. These items are listed in Table 10. Judgment and feedback by a panel of subject experts reduced the number of items in the subscale to five items.

Introjected regulated motivation subscale. Introjected regulated motivation refers to behavior where the locus of causality is somewhat external, with partial internalization without a sense of ownership. In effect, individuals feel controlled by the regulation, while behavior compliance aims at reaping internal rewards or avoiding internal punishment (Gagne & Deci, 2005; Ryan & Deci, 2000). Lagault et al. (2007) use phrases in their subscale such as: "should avoid," "feel guilty," "feel ashamed," "feel bad," while Fernet et al. (2008) includes terms such as: "will feel bad," "not feel bad if I don't do it," and "feel guilty not doing it."

Table 11 – *Introjected Regulated Subscale Before Expert Judgment Evaluations*

Code	Scale item
I decided to accept an international assignment...	
IJR1	Because I will feel ashamed if I/we don't go on an international assignment when offered the opportunity
IJR2	Because I don't want to feel disliked by my/our friends or work colleagues for not accepting an international assignment
IJR3	Because I may end up regretting not going if I/we turned it down
IJR4	Because I want to feel good as a Christian
IJR5	To avoid feeling guilty for not accepting an international assignment
IJR6	To avoid feeling bad since my spouse wanted to go
IJR7	Because I want to feel the respect of family, and friends as an international assignee

Based on key phrases expressing internal positive or negative feelings, an initial set of seven items are developed to measure the SDT introjected regulated subscale as it relates to the decision to accept IAs. These items are listed in Table 11. As with previous SDT subscales, judgment and feedback by a panel of subject experts reduced the number of items in the subscale to five items.

Identified regulated subscale. Moving further along the autonomous motivated continuum toward greater autonomous motivation, identified regulated motivation refers to an increase in the internal locus of causality to the point where people accept the importance of the behavior for themselves. Individuals accept the decision as their own, identify with the value of the activity, and accept responsibility for the regulated

behavior. This leads to them consciously valuing it and considering the behavior as important in attaining self-selected goals, although they do not find the behavior inherently interesting (Gagne & Deci, 2005; Ryan & Deci, 2000). Lagault et al. (2007) employs phrases in their subscale such as: “I value,” “I admire,” “I place importance,” “is important to me.” Fernet et al. (2008) includes terms like: “it is important for me,” “attain work objectives that I consider important,” and “I find the task important.”

Table 12 – *Identified Regulated Subscale Before Expert Judgment Evaluations*

Code	Scale item
I decided to accept an international assignment...	
IDE1	Because international service is an important part of being a worker with Organization X
IDE2	Because I find the experience of how to live in and work with different cultures valuable
IDE3	Because living abroad will be good for my family (spouse and children)
IDE4	The skills I learn while on an international assignment will be useful for me in the future
IDE5	Because it is important as a Christian to reach out to people around the world
IDE6	Because I place importance on being world wise
IDE7	Because I value international experience as relevant to building a career

Based on key phrases associated with the importance of work-related behavior to personal values, an initial set of seven items are developed to measure the SDT identified regulated subscale as it relates to the decision to accept an IA. These items are listed in Table 12. As with the other SDT subscales, judgment and feedback by a panel of subject experts reduced the number of items in the subscale to five items.

Integrated regulated subscale. At the integrated regulated level of autonomous motivation, the locus of causality is internal and the motivation is autonomous, originating from a high degree of internalization and integration of the organizational mission and/or task with the values of the individual. This level of synthesis of self and the organizational goals results in behaviors that are truly autonomous and self-determined (Gagne & Deci, 2005; Ryan & Deci, 2000). Lagault et al. (2007) uses key phrases such as: “I appreciate,” “adds to my life,” “part of who I am,” and I do it

"because I am …". Based on key phrases associated with the integration of work-related behavior with personal values, an initial set of seven items are developed to measure the SDT integrated regulated subscale as it relates to the decision to accept an IA. These items are listed in Table 13. Judgment and feedback by a panel of subject experts reduced the number of items in the subscale to five items.

Table 13 – *Integrated Regulated Subscale Before Expert Judgment Evaluations*

Code	Scale item
I decided to accept an international assignment...	
INT1	Because caring for those in need is part of who I am
INT2	Because I have a personal desire to contribute to fulfilling the mission of Organization X
INT3	To fulfill my personal goal to improve the lives of people living in other countries
INT4	Because I appreciate the opportunity to help others
INT5	Because my purpose in life is to make a difference in other people's lives
INT6	Because I find that my personal life goals are similar to that of the organization
INT7	Because attending to the needs of others adds to my life

Intrinsic motivation subscale. Like integrated regulated motivation, intrinsic motivation has an internal locus of causality with a high degree of autonomy. However, the regulatory process is egocentric, with engagement in the behavior motivated by personal interest, enjoyment, or inherent satisfaction (Gagne & Deci, 2005; Ryan & Deci, 2000). Lagault et al. (2007) includes terms such as: "enjoyment," "pleasure," "joy I feel," and "interest I feel." Fernet et al. (2008) employs phrases such as: "find this task interesting," "like doing this task," and "it is pleasant."

Based on key phrases associated with the intrinsic motivation for the particular task, an initial set of seven items are developed to measure the SDT intrinsic motivation subscale as it relates to the decision to accept an IA. These items are listed in Table 14. As with the other SDT motivation subscales, judgment and feedback by a panel of subject experts reduce the number of items in the subscale to five items.

Table 14 – *Intrinsic Motivation Subscale Before Expert Judgment Evaluations*

Code	Scale item
I decided to accept an international assignment...	
ITM1	Because living and working in other cultures is interesting for me
ITM2	To feel joy when I am of service to others
ITM3	Because I get pleasure from facing cross-cultural challenges
ITM4	Because I like being on an international assignment
ITM5	For the adventure of living abroad
ITM6	For the interest I experience when learning about new people and places
ITM7	For the enjoyment of being involved with developmental or humanitarian aid activities

Pretesting new scale. This newly developed SDT scale, consisting of six subscales, was pretested by requesting a panel of six subject specialists to evaluate the seven items of each subscale for content validity. The panel of experts, knowledgeable academics and practitioners, were to firstly identify the type of motivation for each item using a randomly ordered item list, and secondly, to suggest wording to clarify items where necessary. In Appendix B, the form sent to the panel of experts outlines in detail the procedure they were to follow. Further, it includes the brief description the panel was provided on which to base their assessment. Based on the panel's responses and suggestions, the items were modified and reduced to five per subscale.

Of the 11 academics and practitioners approached, 6 returned completed scale evaluations and comments. For each subscale, the five items most frequently correctly identified were selected when identified by the panel. In five of the six subscales, there were at least five items with frequencies of four or higher (i.e., four or more from six respondents). A few minor wording changes were incorporated, based on the suggestions and comments of the panel. In the extrinsic regulated subscale, there was one item included in the final scale despite the fact that only three of six of the panel identified the item correctly. However, the item was reworded based on the suggestion of a panel member before being included in the final scale. The item's wording was changed from

the original “Because I get more respect/acceptance when I live and work internationally” to “Because I get more recognition, opportunities, and social rewards when I live and work internationally.”

In the final questionnaire, the postadjustment items in subsection C were ordered randomly so that there was no discernable pattern and so that the items for a particular motivation type were not grouped together.

Table 15 – *SDT Scale After Evaluation by Panel of Experts*

Code	Scale item	Panel frequency
I decided to accept an international assignment...		
AMT1	But I don’t know why–someone else made the decision for me	6
AMT2	It just happened to work out–I still don’t see the purpose of going	5
AMT3	Because it seemed a good idea at the time, but now I don’t see the reason anymore	5
AMT4	But I don’t know the reason, its not a priority for me	5
AMT5	I don’t know, I don’t think that I have what it takes to successfully live internationally	6
ERG1	Because the organization assigned me/us to the international assignment	5
ERG2	Because the organization expects its workers to accept international assignments	5
ERG3	Because my spouse will be unhappy if we did not go on the international assignment	5
ERG4	Because I get more recognition, opportunities, and social rewards when I live and work internationally	3
ERG5	Because the financial and other benefits are attractive	6
IJR1	Because I will feel ashamed if I/we don’t go on an international assignment when offered the opportunity	4
IJR2	Because I may end up regretting not going if I/we turned it down	4
IJR3	To avoid feeling guilty for not accepting an international assignment	4
IJR4	To avoid feeling bad since my spouse wanted to go	4
IJR5	Because I want to have the respect of family, and friends as an international assignee	4
IDE1	Because I find the experience of how to live in and work with different cultures valuable	4

IDE2	The professional skills I learn while on an international assignment will empower me for future assignments	4
IDE3	Because it is important as a worker in my organization to reach out to all peoples and nations	5
IDE4	Because living abroad will be good for my family (spouse and children)	5
IDE5	Because I value international experience as relevant to building a career	4
INT1	Because caring for those in need is part of who I am	4
INT2	Because I have a personal desire to contribute to fulfilling the purpose of the organization I represent	6
INT3	Because I appreciate the opportunity to meet valued life goals while helping others	4
INT4	Because my purpose in life is to make a difference in the lives of other people	4
INT5	Because I find that my personal life goals are similar to that of the organization I represent	6
ITM1	Because living and working in other cultures is interesting for me	5
ITM2	Because I get pleasure from facing cross-cultural challenges	6
ITM3	Because I like being on an international assignment	5
ITM4	For the adventure of living abroad	4
ITM5	For the interest I experience when learning about new people and places	4

Subsection D–Organizational Commitment

Organizational commitment was measured using the revised 18-item organizational commitment scale developed by Meyer and Allen (1997). The original organizational commitment scale developed earlier (Meyer & Allen, 1991) consisted of 24 items with three scales: affective commitment, continuance commitment, and normative commitment. In response to research-based critique of the original 24-item scale, Meyer and Allen revised the scales, resulting in better clarity of constructs and better internal consistency (i.e., higher Cronbach-alphas). Culpepper (2000) test Meyer and Allen's revised organizational commitment scales and find that the revisions to the earlier construct result in improved construct measurement.

Studies suggest that the revised three-component model of organizational commitment (Meyer & Allen, 1997) can be applied in cross-cultural and diverse work-

Table 16 – *18-Item Three-Component Organizational Commitment Scale*

Code	Scale item
AC1	I would be very happy to spend the rest of my career in this organization.
AC2	I really feel as if this organization's problems are my own.
AC3	I do not feel like "part of the family" at my organization. (R)
AC4	I do not feel "emotionally attaché" to this organization. (R)
AC5	This organization has a great deal of personal meaning for me.
AC6	I do not feel a strong sense of belonging to my organization. (R)
CC1	It would be very hard for me to leave my organization right now, even if I wanted to.
CC2	Too much of my life would be disrupted if I decided I wanted to leave my organization right now.
CC3	Right now, staying with my organization is a matter of necessity as much as desire.
CC4	I believe that I have too few options to consider leaving this organization.
CC5	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.
CC6	If I had not already put so much of myself into this organization, I might consider working elsewhere.
NC1	I do not feel any obligation to remain with my current employer. (R)
NC2	Even if it were to my advantage, I do not feel it would be right to leave my organization now.
NC3	I would feel guilty if I left my organization now.
NC4	This organization deserves my loyalty.
NC5	I would not leave my organization right now because I have a sense of obligation to the people in it.
NC6	I owe a great deal to my organization.

Note. This is the revised scale. From Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace*. Thousand Oaks: Sage Publications. Item codes are: AC = affective commitment, CC = continuance commitment, and NC = normative commitment. (R) indicates item is reverse scored.

responsibility contexts. Besides the United States and Canada, the model has been successfully used in South Korean (Lee, Allen, Meyer, & Rhee, 2001), Chinese (Cheng

& Stockdale, 2003), and Nepalese (Gautam, Dick, Wagner, Upadhyay, & Davis, 2005) contexts with minor scale adjustments, suggesting it is cross-culturally generalizable. Further, in a study of volunteer chamber of commerce board members (Dawley, Stephens, & Stephens, 2005) the findings show that affective, continuance, and normative commitment scales are applicable within a NPO context.

Responses to each item are made on a 7-point scale with anchors labeled (1) strongly disagree and (7) strongly agree. The designation (R) indicates a reverse-keyed item. In the final instrument, the items were ordered randomly. See Appendix C for the full proposed instrument. The scales for each of the three components in the revised organizational commitment measure are detailed in Table 16.

Subsection E–Important Factors for Accepting International Assignments

Much of the research on expatriation dealing with the question "Why do they accept international assignments?" approaches the issue by identifying a range of influential factors that are important in the decision within a for-profit context (Dickmann et al., 2008; Dunbar, 1992; Fish & Wood, 1997; Wennersten, 2008). Some have attempted to go further by identifying underlying intrinsic and extrinsic motivations for expatriation (Dunbar, 1992). To enable cross-sectional comparisons between the for-profit studies and this study focusing on the nonprofit sector, a set of influential factors to the expatriation decision, as discussed in the literature review, were included.

Respondents were asked to rate how important each of the 45 listed factors was to their decision to accept their current IA using a 5-point rating scale with anchors labeled (1) unimportant and (5) very important. Items are randomly ordered in the questionnaire. See Appendix C for the full proposed instrument. The list of items for the importance factors is detailed in Table 17.

Subsection G–Personal Views

The use of rating scales may simplify the attempt to quantify people's attitudes, motives, and influences relating to the expatriation decision, but in the process valuable information may be lost (Delandshere & Petrosky, 1998). For this reason, two open-

ended questions are included in the questionnaire to enrich, supplement, and verify the information gathered through rating scales.

Table 17 – *Factors Influencing the Decision to Accept International Assignments*

No.	Scale item
1	Opportunity to work after a period of unemployment
2	Personal career development
3	Prospect of getting away from a personal difficulty
4	Financial rewards including salary, benefits, expatriate and repatriate allowances
5	Personal desire to work internationally
6	Chance to get away from a difficult relationship
7	The opportunity to develop professionally
8	Encouragement from work superiors
9	Opportunity to make a difference in other people's lives
10	The work-family life balance at destination
11	The meaningfulness of the assignment
12	Encouragement from spouse
13	Opportunities for advancement within the organization
14	The opportunity to make a difference
15	The status of working internationally
16	Opportunity to develop managerial skills
17	No further obligations with the care of extended family members
18	Encouragement from family
19	Better lifestyle (quality of life) at destination
20	Encouragement from friends
21	Opportunities for international travel
22	Encouragement from work colleagues
23	The presence of friends or family at the assignment destination
24	Fear of restricted career opportunities in previous position
25	Career development within the organization

26	Opportunity to broaden the family's (children's) experience
27	The status of the assignment itself
28	Increase knowledge and understanding of the organization's activities
29	The opportunity to experience cross-cultural living
30	The prospect of being able to increase the family's savings
31	The geographic attractiveness of the assignment destination
32	The personal challenge of the assignment
33	Opportunity to improve the family's income
34	Improvement in economic status at destination
35	A fun-filled and exciting lifestyle
36	The climate at the assignment destination
37	The adventure of living abroad
38	A sense of calling to help people in need
39	Preparation for a position at a higher level of the organizational structure
40	The importance of the job or responsibility
41	Sharing good news to all peoples and nations
42	The opportunity to get away from aspects of my home society
43	Getting away from an oppressive societal environment or situation
44	Opportunities for children's education at destination
45	The level of economic development at the assignment destination

Question one states: "In three or four sentences, explain the chief reasons for your personal decision to live and work outside your home country." The objectives of this question were threefold. First, it obtains a list of reasons for accepting IAs, which is useful in further research on NPO worker expatriation. Second, the categorization and frequency of the responses into themed motivations assisted in substantiating the rating scale results from subsections C (motivation for an IA) and E (reasons for accepting an IA). Third, because NPO worker motivation for expatriation is an underresearched topic, this question may bring to surface important dimensions not initially identified by the researcher that are relevant to the topic.

The second question states: “In one or two sentences, explain what you consider as the primary objectives of the international assignment program of the organization you represent.” There are two purposes for including this question. The first goal is to further explore the integration of organizational and personal objectives, considering that a close integration of these is the premise of this study. The second aim is to provide initial data for further study on the matching of IA objectives between NPO managers and workers.

Subsection H–Demographic Information

The demographic information in the questionnaire was categorized into three areas: (a) family background; (b) organizational- and international-service tenure; and (c) personal information.

Under family background, the national heritage of the respondent is established by finding the parents’ country of birth. In addition, a brief parental family history in international service is solicited. This information, together with later questions, assisted in establishing the degree of global citizenry of the respondent.

The organizational- and international-service tenure section asks questions relating to the respondent’s tenure and prior involvement with the current sending organization, long-term international-based work experience, and nonprofit employment. These questions were aimed at establishing the organizational and NPO tenure of the respondent.

The last area of demographic questions asks about country of birth, citizenship, and residency; age; gender; marital status; family size; profession; and education. The information about country of birth, citizenship, and residency was used to establish the degree of global citizenry of the respondent. Other personal demographic data was used for additional analysis.

Data Collection Procedure

Before data collection commenced, the study proposal received approval from the dissertation committee and the Huizenga School of Business and Entrepreneurship. In addition, approval was sought from both Southern Adventist University’s and Nova Southeastern University’s respective institutional review boards.

Data collection involved administering the questionnaire to the target sample through an online survey service (i.e., Surveymonkey.com). An online data collection method was used, as the respondents were potentially located in 150 countries.

The researcher engaged in two parallel data collection efforts. In the first, Christian Hospitality Network sent an e-mail message to past retreat participants endorsing the study and providing a link to the survey instrument. For the Christian Hospitality Network-notified participants, the researcher was blind to the names and contact information of the respondents due to security concerns for respondents living in countries where Christian missionaries are not welcome. A number of follow-up e-mail messages were sent by Christian Hospitality Network to further encourage participation in the study. Data was gathered over a 10-week period from July 29 to October 15, 2010. Representatives of Christian Hospitality Network indicated that, to their knowledge, all expatriated workers have a good knowledge of the English language; consequently translation of the questionnaire was not necessary.

In the second data collection effort, a snowball approach was used. The researcher sent a letter similar to the Christian Hospitality Network letter to personal friends and acquaintances who qualified as members of the study population. Letters were also e-mailed to some international assignees of missionary organizations (e.g., New Tribes Mission, TEAM, Candence International) that published contact information of their expatriates on their websites. All letters invited addressees to participate in the study using the online survey service and requested them to forward the letter of invitation to their friends and colleagues. Data was collected from September 1 to October 15, 2010.

In the preamble to the questionnaire, the basic purpose of the questionnaire was explained (see preamble in Appendix C). In addition, all potential respondents were assured of their anonymity and reminded that their participation was voluntary.

Data Preparation and Transformation

Each response was assigned a unique index number. No keying in of data was necessary, as data collection was done online. The data was inspected for completeness and validity of scores to ensure that the values were within the acceptable range. Next, the data was imported to PASW Statistics 18.0 software for analysis.

Little data transformation was required, as most of the responses were in quantitative form. Exceptions include:

- Question H3b requesting the country of citizenship was the basis for categorizing the respondent's country of origin as being: (a) the USA, (b) a more-developed, or (c) a less-developed country. The World Bank list of developing countries is used for categorization (World Bank, 2007) of respondents' country of origin.
- Question H3g requesting information on children accompanying the worker is the basis for categorizing the respondent's family as either with or without children. Respondents indicating that they have a child or children accompanying them on the IA were classified as family with children.
- Questions H3h and H3i requesting the most recent and current occupation of the respondent is the basis for categorizing the respondent's involvement in a compassionate or noncompassionate profession. Occupations related to health care, pre-university education, pastorate, and homemaker were classified as compassionate.

Methods of Analysis

Analysis of the primary data collected through the questionnaire consisted of three phases. The first phase compiled the descriptive statistics, tested the assumptions of multivariate data and assessed the validity and reliability of scales in the questionnaire. The second phase tested the propositions using cluster analysis. The final phase analyzed the open question responses to examine the consistency between the objective and qualitative responses. The statistical software packages PASW Statistics 18.0 and NCSS were used for statistical analysis. Before discussing the analysis process, some general comments about validity and reliability of scales follows.

Validity

Content validity is the degree to which a set of items actually measures the underlying theoretical latent variable. Validity is established during the construction of latent variable measures. Rossiter (2002) states that content validity "is all-important,

necessary, and sufficient for use of a scale" (p. 332) and that it is to be affirmed through factor analysis loadings. Specifically, Rossiter (2002) suggests that for second-order eliciting-attribute scales, exploratory factor analysis and confirmatory factor analysis be used with oblique rotation. In this study, varimax rotation was used because it is a more successful approach to obtaining an orthogonal rotation of factors, thus providing independent factors (Hair et al., 2006).

Although the various individual cultural values subscales used in this study have repeatedly been validated in other studies–for example, the cultural dimension of Dorfman and Howell (1988) scales–the cultural value scales in this study were validated with exploratory factor analysis because the particular combination of subscales, including hedonism and long-term orientation, had not been used before. The autonomous motivation scales were also validated with exploratory factor analysis as the items were developed for this specific study and have not been used in other studies. However, no exploratory factor analysis was deemed necessary for the organizational commitment (Meyer & Allen, 1997) scales, which have been used extensively in many studies that include NPO contexts.

Reliability

Reliability is primarily based on content validity and indicates the degree of internal consistency that exists among the items representing a variable. In other words, it is concerned with the degree of consistency between items measuring the same theoretical latent variable. The frequently used measure of reliability is *Cronbach's alpha* with a lower limit of .70 or .60 in exploratory research (Hair et al., 2006). However, Cronbach's alpha assumes equally weighted items, which does not hold true in this study. For this reason, the composite reliability measure *Dillion-Goldstein's rho* was used, since it does not make the assumption of equal importance (Chin, 1998). The internal reliability and convergence of all latent variables was measured.

Descriptive Statistics and Test of Assumptions

Phase one consisted of three steps. The first step was to inspect the raw data for missing values and obvious irregularities. Responses with missing demographic data

were retained for analyses that did not require the missing data. Responses with data missing on the key research variables were eliminated from the specific analysis. For this reason the n-value differs across analyses.

The second step compiled the descriptive statistics including the means, standard deviations, medians, and relative frequencies on all nonnominal scaled variables. Further measures of skewness and kurtosis were inspected to identify outliers. For nominal scaled variables, only frequency distributions were done. Furthermore, correlation matrixes for the relationships between subscale variables of the major constructs (i.e., cultural dimensions, organizational commitment, and SDT motivation types) were constructed to find the significance of the correlations.

Tests for multivariate assumptions typically include tests for normality, homoscedasticity, and linearity. These statistical tests are not important for the factor analysis and cluster analysis conducted in this study (Hair et al., 2006). The data assumptions of importance to cluster analysis include representativeness of the sample, influence of outliers, and an absence of multicollinearity. The representativeness of the sample is critically important, and it is largely addressed in the research design.

All variables were inspected for outliers by identifying values that differ from the mean by more than three standard deviations. Potential outliers were assessed first for valid responses to the respective question and second for representativeness of the population. Responses with errors would be eliminated from the analysis, as would unrepresentative responses, but none were found. Outliers that are representative of the population remained part of the analysis.

The presence of substantial multicollinearity is undesirable in cluster analysis. Thus, analysis of multicollinearity between variables used in the cluster analysis was tested. A correlation coefficient less than .90 is considered acceptable (Hair et al., 2006). There were two correlation measures above .7, with highest correlation coefficient among any two items used in the cluster analysis at .78, and another at .74; therefore, multicollinearity was not an issue.

The final step in the initial data analysis was to use exploratory factor analysis for an initial test of validity of each of the variable constructs including the six cultural value subscales (i.e., individualism/collectivism, power distance, uncertainty avoidance,

masculinity/femininity, hedonism, and long-term orientation), the six self-determination subscales (i.e., amotivation, external regulated, introjected regulated, identified regulated, integrated regulated, and intrinsic motivation), the three-factor organizational commitment subscales (i.e., affective, normative, and continuance), and the reasons for accepting an IA. Items with factor loadings of less than ±.40 and cross-loadings greater than .40 were deleted from further analysis.

Proposition Testing

Phase two of data analysis aimed to test the study's propositions. This was accomplished in two steps. First, cluster analysis was used to categorize the NPO workers based on type of autonomous motivation to test Propositions 1a and 1b. Second, to test Propositions 2a to 2c, the characteristics (i.e., cultural values, organizational commitment, demographic variables) of each group was compared in order to identify significant differences among the NPO worker groups.

A number of researchers use of cluster analysis to develop profiles of people engaged in autonomous versus controlled behavior, primarily in the education-related fields (Boiche, Sarrazin, Grouzet, Pelletier, & Chanal, 2008; Ratelle, Guay, Vallerand, Larose, & Senecal, 2007). To test Proposition 1a in step one, a k-means nonhierarchical cluster analysis was used. Based on the theoretical propositions outlined earlier in chapter II, a three-cluster solution was expected. Examining the sizes of the clusters formed in the cluster analysis provided support for Proposition 1b.

An alternative approach to measuring the type of predominant motivation is to construct a relative autonomy index. To construct the relative autonomy index, the SDT controlled subscale scores are weighted negatively and the autonomous motivated subscale scores are weighted positively (Boiche et al., 2008). Thus, the amotivation score is weighted -3, the external regulated is weighted -2, and the introjected regulated is weighted -1. In contrast, the identified regulated score is weighted +1, the integrated regulated is weighted +2, and the intrinsic motivated subscale score is weighted +3. The relative autonomy index is used to provide evidence to support (or fail to support) Proposition 2c, which suggests that some NPO workers are controlled motivated in accepting IAs.

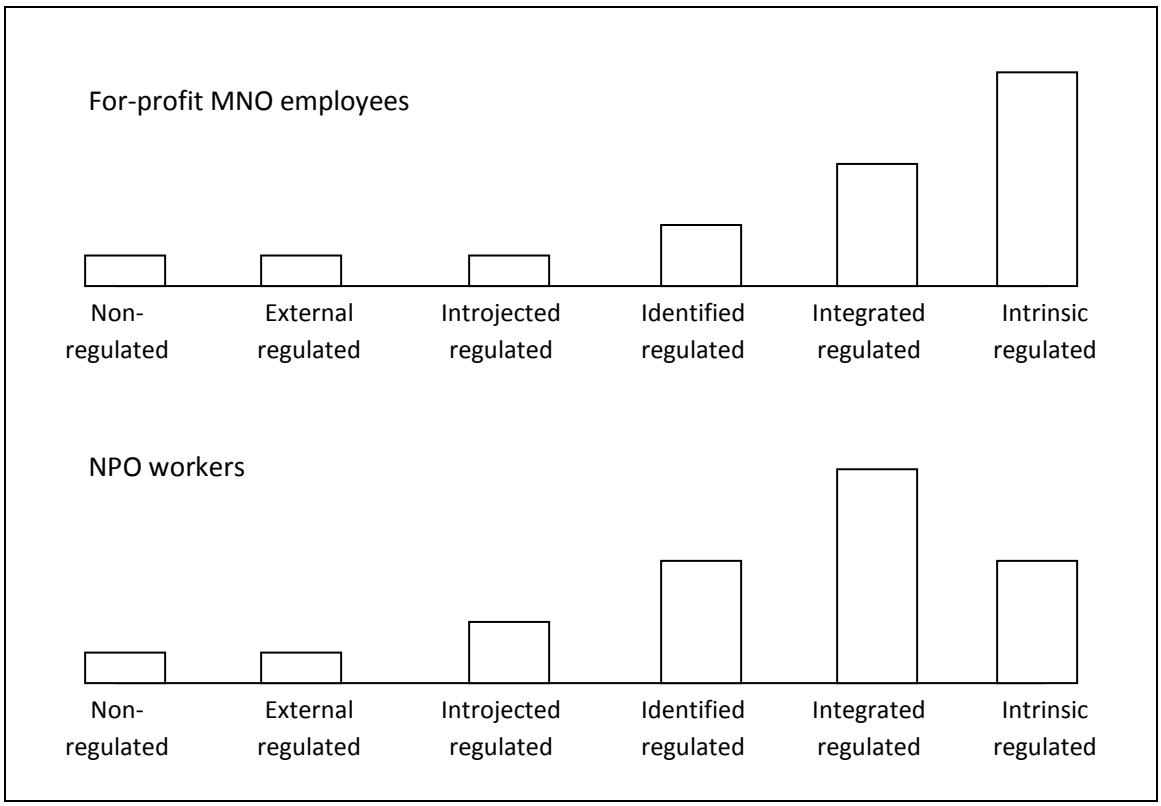


Figure 3. Proposed correlation profile of various types of regulated motivation when considering the motivation for expatriation among for-profit MNO employees and international NPO workers.

The underlying argument for using the relative autonomy index is the support for a matrix simplex in the SDT continuum. Boiche et al. (2008) succinctly state that "A matrix simplex is observed when the correlation between measures of two motivational constructs tends to decrease as the distance between them on the theoretical continuum increases" (p. 689). Thus, a further test to identify the predominant motivation type in the sample of respondents is to profile the correlations among the various motivation types. See Figure 3 for a contrast in the regulated motivation type profiles expected between for-profit MNO employees and NPO workers based on the literature review. This test would provide further evidence to support Proposition 1b.

However, some recent studies (Fairchild, Horst, Finney, & Barron, 2005) suggest that controlled motivation and autonomous motivation are two different constructs and not part of the same continuum. Boiche et al. (2008) argue that a useful method to test between the placement of controlled and autonomous (i.e., extrinsic and intrinsic)

motivation on a continuum versus in two different motivational dimensions is to use cluster analysis with only the six SDT motivation types as variables. Since the SDT items in this study factored into three motivations, the cluster analysis was based on these three as variables.

Step two in this phase entails testing Propositions 2a to 2c. Once the NPO worker categories were identified through cluster analysis, Propositions 2a to 2c were tested by employing analysis of variance (ANOVA)–or, rather, its nonparametric equivalent, Kruskal-Wallis tests–to establish the expected distinctiveness of the group characteristics. The Kruskal-Wallis test is particularly suitable in that it handles more than two groups, does not assume a normal distribution, and does not require the sample sizes to be equal.

Qualitative Analysis

The last phase of data analysis was to analyze the open-ended question responses for developing themes related to reasons for accepting an IA. Key phrases/concepts were identified and their frequency of occurrence tabulated. The results were then compared with the SDT motivation findings and the results of the importance of reasons for accepting an IA to triangulate and identify consistency in findings. In addition, previously unidentified influencers, reasons, or motivational elements relating to the decision for expatriation were sought for incorporation into future research.

Human Participants and Ethics Considerations

Adhering to the ethical standards of conducting scholarly research, as outlined in Leedy and Ormrod (2005) and required by Nova Southeastern University's Institutional Review Board for Research With Human Subjects, was important and every effort was made to comply to the respective guidelines both in letter and in spirit.

Leedy and Ormrod (2005) list ethical issues in four categories: (a) protection from harm, (b) informed consent, (c) right to privacy, and (d) honesty with professional colleagues. Under protection from harm items are included such items as not placing research participants under undue physical or psychological harm, including unusual stress, embarrassment, or loss of self-esteem. Under informed consent is included the concepts of voluntary participation, informing participants of the study's purpose without

using deception, and using unobtrusive measures. The right to privacy principle refers to holding the responses of a particular participant in strict confidence. Lastly, the ethical issue of honesty with professional colleagues refers to reporting the findings in a complete and honest fashion and to giving credit where it is due.

In addition to the above ethical considerations, the Institutional Review Board at Nova Southeastern University adds the principle of justice. The principle of justice requires that the benefits, risks, and burdens of the research be distributed fairly among participants and segments of society. The Institutional Review Board base its assessment of ethical research on the following three principles: (a) respect for persons, (b) beneficence, and (c) justice (Nova Southeastern University, 2009). The following statement summarizes these principles:

- Respect for persons involves recognition of the personal dignity and autonomy of individuals, and special protection of those persons with diminished autonomy.
- Beneficence entails an obligation to protect persons from harm by maximizing anticipated results and minimizing possible risks of harm.
- Justice requires that the benefits and burdens of research be distributed fairly (Nova Southeastern University, 2009, p. 4).

To comply with these ethical principles, the researcher endeavored to design and conduct the research project with the following precautions:

1. A preamble statement in the questionnaire stated that participation is voluntary, outlined the purpose of the study, and assured participant responses are held in confidence (see Appendix C).
2. Questions in the instrument were designed to obtain the required information for research objectives and were phrased in a manner that would not embarrass or place undue stress on respondents.
3. The study provided practical significance on what motivates NPO workers for accepting IAs, which spills over into more effective management of personnel–particularly those on IAs.

In addition to obtaining approval from Nova Southeastern University's Institutional Review Board for Research With Human Subjects, approval was also obtained from the Institutional Review Board at Southern Adventist University.

The researcher did not have a research agenda beyond the scholarly study of the phenomena of interest and, therefore, was not motivated to distort the data or findings. Great care was taken to properly cite the work of others and adhere to the highest standards of academic integrity.

Summary

This chapter details the methodology of this research, which seeks to explore what motivates NPO workers to accept IA. A questionnaire instrument was designed using the SDT of motivation framework to find what form of regulated motivation influences NPO workers to accept IAs. In addition, the questionnaire established the cultural value orientation, the importance of reasons in making the decision for accepting an IA, and the organizational commitment of the respondents. The data collection procedure is also outlined.

Initial analysis of the data consists of descriptive statistics. Then validity and reliability tests were conducted on the instrument scales, particularly the newly developed SDT scales for expatriation, using exploratory factor analysis. Lastly, the propositions were tested using inferential statistics, more specifically, cluster analysis. In closing, the chapter reviewed the ethical and regulatory issues germane to this study.

CHAPTER IV

ANALYSIS AND PRESENTATION OF FINDINGS

Overview of Chapter

In this chapter the analysis and presentation of this study's research findings are presented, beginning with a brief discussion on the survey administration. This is followed by descriptive statistics of the respondents. Once a basic assessment of the representativeness of the sample is established, results of the analysis of the motivation for accepting an IA using the SDT framework is presented, followed by the cluster analysis based on them. The results of the cluster analysis is then compared through triangulation, using the analysis of the reasons for accepting an IA and the analysis of the open-ended question relating to the primary reasons for accepting an IA. This is followed by the results of the cultural values analysis and the organizational commitment analysis. The findings of these analyses provide the basis of the detailed cluster descriptions incorporating the results of the motivation for IA acceptance, reasons for IA acceptance, the open-ended responses, cultural values, and organizational commitment scales. With all of the scales analyzed, the relationships between the demographic information and the findings of the scales are integrated to address the propositions of this study.

Survey Administration

Invitation e-mail letters were sent out by Christian Hospitality Network on July 29 and 30, 2010, to approximately 1,000 couples who attended a three-day retreat over the period 2006 to 2009. By August 30, 2010, after the initial invitation on July 30 and a reminder message on August 17, 12 respondents had completed the survey from 25

attempts. At that stage it seemed appropriate to engage in additional avenues to solicit participants from the study's target population. Plans were laid to use a snowball approach as an additional way to reach the study population, with a survey closure date of October 15, 2010. E-mail invitations were sent to 80 friends and acquaintances of the researcher who are in the study population, requesting their participation and asking them to forward the invitation to friends and acquaintances who are also expatriate NPO workers. Christian Hospitality Network again sent out invitation reminder e-mail letters on September 6 and September 20. The researcher sent reminder e-mail invitations to friends and acquaintances 14 days after the initial invitation. By October 1, 120 completed surveys had been received from 174 survey starts.

At the close of the survey on October 15, 2010, 223 respondents had attempted the online questionnaire at SurveyMonkey.com with a total of 143 competed surveys.

Two clarifications regarding completed surveys are noteworthy. First, a completed survey indicates that the respondent was able to access and had an opportunity to respond to all of the questions in the survey. Due to the lengthy survey instrument and slow Internet connections of many respondents located around the globe, several reported to the researcher that the MonkeySurvey.com site timed out before completion of the questionnaire. Throughout the time that the survey was open, the rate of completion stayed in the range of between 65% and 68%, suggesting that approximately one-third of respondents starting the survey either abandoned it (possibly due to its length) or encountered technical difficulties (e.g., slow Internet connections) that prevented completion of the questionnaire.

Second, as can be deduced from the above comment, the number of responses for scales placed earlier in the questionnaire is higher than the later scales or questions. Further, within scales, there are often missing items so that the number of usable questionnaire responses varies depending on the analysis. Thus, for the factor analysis of the motivation for accepting an IA scale, there may be 164 usable responses while for cross tabulations between the cluster analysis and various demographic variables, there may be only 129 usable responses. Therefore N varies considerably in the following analysis, subject to the type of analysis performed. Regardless, in all analysis N is greater than the minimum 120 targeted during the study design.

Descriptive Statistics of Respondents

Respondents were asked demographic and background questions relating to age, gender, country of origin, marital status, children in the family, academic qualification, occupation, tenure in NPO, and international experience of parents. Presented next is the results describing the survey population by self-reported demographics.

Age

Respondents were asked their year of birth. From the year of birth, the current age was calculated by subtracting it from 2010. A total of 145 reported their year of birth. The youngest is aged 21 and the oldest 72, giving a range of 51 years. The mean age is 48.68 years, and the median age is 51 years.

Gender

The number of respondents reporting on their gender is 145, with 62 (42.8%) being female and 83 (57.2%) being male. A cross tabulation of gender on employment status (n=139) indicates that 61% of the females (n=59) were employed by NPOs, while 98.8% of the males (n=80) were employed by NPOs. The result is that of the employed NPO workers in the sample, 31.3% are female and 68.7% are male (n=115).

Marital Status

Of the 146 respondents who reported on their marital status, 86.3% are married, 11.6% are single, 1.4% are divorced or separated, and 0.7% are widowed. A cross tabulation of marital status with families with children at home (n=128) indicates that among the married couples, 52.4% still had children at home while living abroad.

Country of Citizenship

There are two reasons to be cautious about using either the country of birth or the country of citizenship as the country of origin. The first is that respondents may be the offspring of internationally assigned parents and, therefore, their country of birth differs from their country of citizenship. Secondly, respondents may have emigrated from their country of birth to another country and, therefore, their country of citizenship may not correctly

reflect their country of origin. The questionnaire asked for both country of birth and country of citizenship.

Table 18 – *List of Country of Birth and Country of Citizenship*

Country of birth		**Country of citizenship**	
Country	No.	Country	No.
Argentina	2	Argentina	4
Australia	8	Australia	7
Bolivia	2	Austria	1
Brazil	2	Belgium	1
Cameroon	1	Bolivia	1
Canada	6	Brazil	2
Chile	1	Canada	6
Colombia	1	Chile	1
Czech Republic	1	France	1
DR Congo	2	Germany	1
Ecuador	1	Ghana	1
Germany	2	India	1
Ghana	1	Indonesia	9
Greece	1	Italy	2
India	1	Kenya	1
Indonesia	9	New Zealand	2
Italy	3	Nigeria	1
Jamaica	1	Peru	2
Japan	3	Philippines	4
Kenya	1	South Africa	6
Korea	1	Switzerland	1
New Zealand	2	The Netherlands	2
Nigeria	1	Tonga	1
Pakistan	2	UK	2
Peru	4	USA	86
Philippines	4	Total	146
Rwanda	1		
South Africa	5		
Taiwan	1		
The Netherlands	2		
Tonga	1		
Uruguay	1		
UK	1		
USA	70		
Zimbabwe	1		
Total	146		

A total of 146 respondents reported on their country of birth and citizenship. There are 35 countries represented in the country of birth list and 25 in the country of citizenship list. See Table 18 for the complete lists of the countries of birth and citizenship.

The country of citizenship is used to assess the country of origin for analysis and proposition testing. The USA and developed countries are the largest sources of NPO workers in this sample, with 58.9% originating from the USA and 75.3% from developed countries. This fits the traditional view that NPO expatriates originate from rich countries to represent the donor organizations' interests. However, almost 25% of the surveyed population are transpatriates from less-developed countries. These represent the growing trend among recipient country expatriate communities. Classified by international region, the largest source of NPO workers is North America with 63.0%, followed by Asia-Pacific with 15.8%, Europe with 7.5%, and Africa and South America each with 6.8%.

Countries of Work

Respondents (n=113) report currently working/living, or having worked/lived in the past, in a total of 93 countries. Of the 255 reported IAs, 14.1% (n=36) of the assignments are or have been to more-developed countries and 85.9% to less-developed countries. Combining the results of the previous section, it is evident that although the traditional flow of NPO workers is from developed countries to developing countries, there is a growing trend toward a geocentric HRM approach (Adler, 2000; Kobrin, 1994), whereby international organizations send the most qualified and capable expatriates or transpatriates from any country to where their abilities fit the need.

Table 19 lists the countries in which survey respondents have reportedly worked and the number of individuals who report working in the respective countries. This list is an underrepresentation, as there are sensitivities on reporting presence, particularly for religious NPOs, in countries where the Christian faith is not welcome or where promoting it is illegal. Some respondents avoided responding to questions that could pose a risk of compromise to their continued service in such countries.

Table 19 – *List of Countries of Service Both Past and Present*

Countries of service			
Country	No.	Country	No.
Argentina	1	Liberia	2
Australia	3	Lithuania	1
Austria	1	Madagascar	5
Azerbaijan	1	Malawi	8
Bangladesh	4	Mali	3
Belarus	1	Mauritania	1
Belgium	1	Mexico	3
Bolivia	2	Micronesia	1
Bosnia and Herzegovina	4	Mongolia	2
Botswana	1	Mozambique	7
Brazil	3	Namibia	3
Burkina Faso	1	Nepal	1
Burundi	3	Nicaragua	1
Cambodia	1	Niger	3
Chad	1	Nigeria	2
Chile	1	Palau	1
China	3	Papua New Guinea	5
Congo Brazzaville	1	Paraguay	2
Costa Rica	1	Peru	3
Croatia	1	Philippines	14
Czech Republic	3	Portugal	2
Denmark	4	Romania	1
DR Congo	6	Russia	1
Ecuador	1	Rwanda	1
Ethiopia	6	Senegal	1
Fiji	2	Singapore	3
France	5	Somalia	1
Gabon	1	South Africa	2
Germany	6	South Pacific	1
Guam	1	Spain	2
Guinea Bissau	1	Sri Lanka	1
Guinea Conakry	1	Sudan	3
Haiti	6	Sweden	1
Hong Kong	3	Taiwan	4
Hungary	1	Tanzania	6
India	1	Thailand	10
Indonesia	7	Trinidad and Tobago	1
Iran	1	Tunisia	1
Italy	2	Uganda	1
Ivory Coast	1	United Arab Emirates	1
Japan	2	USA	5
Jordan	1	Venezuela	1
Kazakhstan	1	Zaire	4

Kenya	7	Zambia	8
Korea	1	Zimbabwe	14
Laos	2	Total	255
Lesotho	3		

Children in the Family

Almost half of the respondents (n=128) indicating that they have children, indicate that some of their children live abroad in the host country with them. Some 47.7% of the respondents (n=61) indicate that they have children at home. The ages of the children at home range from 0 to 19 with the exception of two individuals who report children up to age 38 living at home.

Respondents indicating that they have children who are not in the home are usually individuals with mature children. From age 18 onward, as can be expected, the children generally leave their homes to return to their country of citizenship to study and work. There are five exceptions reported of children less than 18 years of age (respectively 9, 10, 13, 16, and 16 years of age).

Academic Qualifications

Respondents' most advanced educational qualification range from high school diplomas to doctoral degrees. Some 7% (n=143) report a high school diploma as their highest academic qualification, 6.3% report an associate's degree, 31.5% indicate a bachelor's degree, 36.4% report a graduate degree, and 18.9% indicate that they have completed doctoral degrees.

Occupation and NPO Employment

Most respondents (82.9% with n = 140) report being employed by an NPO, with only 17.1% indicating that they are a spouse of an NPO worker. In cases where both spouses are employed by NPOs, respondents reported primarily on their own employment. Only in cases where the spouse was either a homemaker or employed by non-NPOs did they report being a spouse of an NPO worker. Often spouses of NPO workers found employment as managers or as teachers in other organizations.

Table 20 – *Frontline Caring and Supporting Occupations*

	NPO workers		
	Caring occupation	Support occupation	Spouse
Accountant		1	
Administrator		13	1
Associate professor		1	
Clerical		1	
Coordinator		1	
Counselor/teacher	1		
Educator	2		
Engineer			1
Evangelist	2		
Handyman		1	
Homemaker	1		9
Humanitarian worker	1		
Intern		2	
Leadership discipler	1		
Linguist		2	
Logistician		1	
Manager		23	2
Manager/teacher		1	
Medical services	1		
Member care	1		
Missionary	6		1
Office manager		5	1
Pastor/administrator		1	
Pastor/councilor	1		
Pastor/teacher/administrator	1		
Physician	4		
Pilot		2	
Pilot/manager		1	
Professor		10	
Professor/administrator		1	
Professor/psychologist	1		
Programs Development		1	
Representative		1	
Researcher		1	
Teacher	13		6
Teacher/homemaker	1		
Therapist/coach/mentor	1		
Treasurer		1	
Unemployed			1
Total	38	71	24
Total employed		109	
Total reported			133

The occupations in which NPO workers found themselves varied from frontline missionaries or humanitarian workers to supporting staff such as accountants, administrators, pilots, engineers, and university professors. Frontline caring occupations, which included teachers, evangelists, pastors, physicians, and therapists, constituted 34.9% (n=109) of the reported NPO occupations. Support occupations including accountants; administrators; clerical, office, and managerial staff; engineers; handymen; and professors accounted for the remaining 65.1% of the occupations reported by NPO-employed workers. See Table 20 for a detailed list of occupations and the number of sample respondents reporting each respective occupation.

Organizations

Workers from 48 organizations participated in the survey. As mentioned earlier, this list is an underrepresentation of the range of organizations whose workers participated. This is due to the sensitivities of reporting the sending organization's name, particularly for religious NPOs, in countries where the Christian faith is illegal or not welcome. Some respondents have avoided responding to questions if the risk of exposure would compromise their continued service in such countries. A list of identified organizations is presented in Table 21. Although there are three organizations (ADRA, SDA Church, and TEAM) that are represented by 10% or more of the sample, their combined total is only 37.2% of the total sample.

This study's target population is NPO workers, which include faith-based organizations (e.g., Buddhist, Christian, Islamic, and other mission organizations), international organizations (e.g., UN, IMF, and World Bank), and humanitarian organizations (e.g., ADRA, Worldwide Concern, and World Vision). This sample is representative of Christian mission and humanitarian organizations.

Variations in the organizational size and organizational reach of the organizations from which the respondents are drawn must be considered. Some organizations (e.g., ADRA, New Tribes Mission, TEAM, and World Vision) are large global organizations with thousands of workers and multibillion-dollar budgets. Other organizations (e.g., Noshaq, and Cradle of Love Baby Home) are micro organizations, with less than five workers and with services focused in small geographic regions or towns. Some

organizations are small or medium-sized, with more than 50 workers and with a global reach (e.g., Adventist Frontier Missions, Cadence International, Mission Aviation Fellowship, and Wycliffe Bible Translators), while other small or medium sized organizations are focused on a particular country or region of countries (e.g., Adventist Educational Holdings, AMALF, and Asia-Pacific International University).

Table 21 – *List of Organizations Represented in Sample*

Organization	No. of Respondents
ABWE	3
ADRA	17
Adventist Educational Holdings	2
Adventist Frontier Missions	2
Adventist Health International	2
AIIAS	3
AMALF	1
Asia-Pacific International University	1
Asian Children's Foundation, Inc.	1
Assemblies of God World Missions	1
Cadence International	3
Campus Crusade for Christ	2
Catholic Relief Services	1
Christian and Missionary Alliance	1
Church Mission Society	1
Church of God World Missions	1
Cradle of Love Baby Home	1
Cross to Crown International	1
Family Institute of Latin America	1
Fondation Vie et Sante	1
Hope House	1
International Messengers	1
International Mission Board, SBC	1
It Is Written	1
Macha Works	1
Maranatha Volunteers International	1
Mission Aviation Fellowship	3
Mission Garenganze	1
New Tribes Mission	7
Noshaq	1
OMF International	1
Operation Mobilization	2
Outpost Centers International	1
Pioneers	1

Portuguese Association of Preventive Medicine	1
ReachGlobal EFCA	1
SDA Church	14
Serving in Mission	2
Solusi University	1
Southern Asia-Pacific Division	4
TEAM	11
The Mission Society	1
Torchbearers International	1
Trans World Radio	1
Tyrannus Halls Europe	1
United Methodist Church	3
World Vision	1
Wycliffe Bible Translators	1
Total number of respondents	113

Tenure With NPO and Current Organization

Respondents approach working for their current NPO employer on a lifetime employment basis. The mean employment tenure with NPOs is 18.32 years (n=138) and the median is 16 years. The range for NPO tenure is 0 to 47 years. The mean employment with the current organization is 15.68 years (n=142), a median of 13 years, and a range of 0 to 47. Figure 4 illustrates the close parallel between tenure with current organization and the tenure of working with NPOs in the respondent's lifetime.

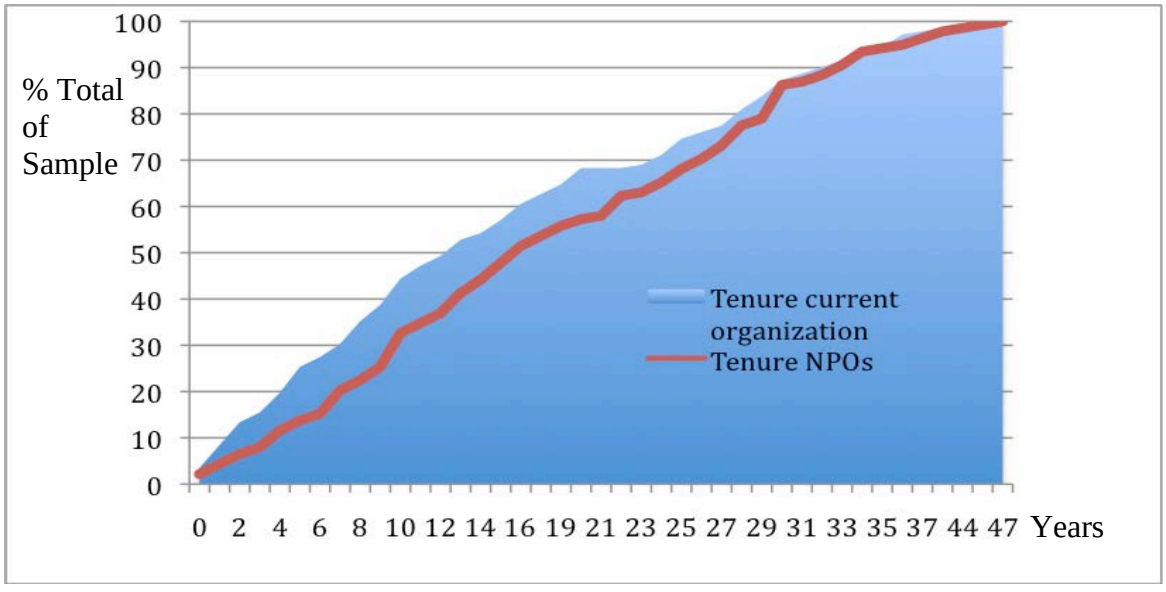


Figure 4. Tenure of current organization versus NPO employment.

International Experience of Parents

Parents influence the motives and life choices of their children. Parents who have lived and worked on IAs may influence directly or indirectly the motives of their children's decisions regarding the acceptance of IAs compared to that of children who did not have parents on IAs. Of 152 respondents, 33.6% had parents who had been on IAs.

In summary, the sample size of more than 120 is sufficient for the types of analysis performed. Further, the range and distribution in age, gender, marital status, country of origin, locations of work, the presence of children in the family, academic qualifications, occupations, tenure, and organizations represented by the sample provide a broad representative sample of Christian faith-based mission and humanitarian NPO workers.

Analysis of Motivation for Accepting International Assignments

The central focus of this study is to identify and describe groups of NPO workers and their spouses based on the type of motivation driving decisions regarding the acceptance of IAs. To delve into and understand the underlying motivations, the decision to accept an IA is investigated with three approaches. The first uses an SDT-based scale, the second considers the importance of various reasons for the decision, and the third asks respondents to answer an open-ended question.

Based on the SDT, a 30-item scale representing six motivation types is used, which is designed to measure the type of motivation active in the decision for accepting an IA. To find the patterns of responses to the scale items, a factor analysis is used to analyze the correlation matrix, and the result is varimax rotated for a solution that produced three distinct factors. Table 22 presents the means, standard deviations, and factor loadings of 24 of the 30-item SDT scale that fit (n=160) into a three-factor model. Models based on four to six factors are tested, but none fit the data well, nor is there theoretical support for the solutions except for the six-factor solution, which is a poor fit. The three-factor model seems the best fit based on the scree plot. Six items of the 30-item SDT scale are eliminated in the exploratory factor analysis due to high cross-loadings or to low factor loadings below .40.

Using *Cronbach's alpha* as an internal reliability measure of the factors provides alphas above the .70 threshold. In addition, a composite reliability measure, the *Dillion-Goldstein's rho*, is used since it does not make the assumption that each item variable is equally important in defining the latent factor variable, which is an assumption made by Cronbach (Chin, 1998). The *rho* values are also all above the .7 threshold. In addition to the descriptive statistics and factor loadings, Table 22 also provides details for both internal reliability measures.

The three factors are given tentative descriptive names that are different from the SDT six motivation types framework (i.e., amotivation, external regulated, introjected, identified, integrated, and intrinsic), so as not to confuse the extracted model with the SDT theoretical types. The first motivation factor is named International Cross-Cultural Experience, as it contains statements relating to the intrinsic desire for and identified regulated value of the international experience. Examples of item statements include: "Because I find the experience of how to live in and work with different cultures valuable" (coded as IDE1) and "Because I get pleasure from facing cross-cultural challenges" (coded as ITM2). It is largely the intrinsic and identified regulated items from the SDT framework that aligns with the International Cross-Cultural Experience factor. On a 1 to 7-point scale, the sample mean for the cross-cultural experience factor is 4.41 (SD = 1.406, n = 170), suggesting that it is somewhat important in making the IA decision across the whole sample.

The second factor is labeled Extrinsic Motivation. The items that grouped together include statements like: "To avoid feeling bad since my spouse wanted to go," (coded as IJR4) "But I don't know why–someone else made the decision for me," (coded as AMT1) and "Because the organization expects its workers to accept international assignments" (coded as ERG2). From the SDT framework perspective, it is largely the items from the controlled regulated motivation types (i.e., amotivation, external regulated motivation, and introjected regulated motivation) that align with the Extrinsic Motivation factor. On a 1 to 7-point scale, the sample mean for the Extrinsic Motivation factor is 1.50 (SD = 0.657, n = 169), indicating that it is an unimportant consideration in the acceptance of an IA.

Table 22 – *Means, Standard Deviations, Rotated Factor Pattern With Loadings, and Reliability: SDT Motivation*

Item code	Item description	Means	SD	Factor 1: International Cross-Cultural Experience	Factor 2: Extrinsic Motivation	Factor 3: Altruistic Motivation
IDE1	Because I find the experience of how to live in and work with different cultures valuable	5.22	1.936	0.823		
ITM2	Because I get pleasure from facing cross-cultural challenges	4.66	1.771	0.815		
ITM5	For the interest I experience when learning about new people and places	4.79	1.835	0.791		
ITM1	Because living and working in other cultures is interesting for me	5.44	1.640	0.783		
ITM4	For the adventure of living abroad	4.43	1.867	0.754		
ITM3	Because I like being on an international assignment	4.86	1.839	0.741		
IDE2	The professional skills I learn while on an international assignment will empower me for future assignments	4.30	2.206	0.738		
IDE5	Because I value international experience as relevant to building a career	3.33	2.157	0.673		
ERG4	Because I get more recognition, opportunities, and social rewards when I live and work internationally	2.64	1.813	0.494		
IJR4	To avoid feeling bad since my spouse wanted to go	1.35	0.960		0.742	
ERG3	Because my spouse will be unhappy if we did not go on the international assignment	1.47	1.271		0.713	
AMT1	But I don't know why - someone else made the decision for me	1.23	0.862		0.660	
AMT5	I don’t know, I don’t think that I have what it takes to successfully live internationally	1.51	1.254		0.561	
AMT3	Because it seemed a good idea at the time, but now I don’t see the reason anymore	1.32	0.909		0.548	

Code	Item description	Means	SD	Factor 1:	Factor 2:	Factor 3:
AMT2	It just happened to work out–I still don't see the purpose of going	1.33	0.911		0.511	
IJR3	To avoid feeling guilty for not accepting an international assignment	1.34	0.886		0.479	
AMT4	But I don't know the reason, its not a priority for me	1.65	1.283		0.435	
ERG2	Because the organization expects its workers to accept international assignments	2.17	1.829		0.425	
IJR1	Because I will feel ashamed if I/we don't go on an international assignment when offered the opportunity	1.64	1.157		0.411	
INT2	Because I have a personal desire to contribute to fulfilling the purpose of the organization I represent	5.73	1.605			0.774
INT5	Because I find that my personal life goals are similar to that of the organization I represent	5.71	1.444			0.734
IDE3	Because it is important as a worker in my organization to reach out to all peoples and nations	5.62	1.811			0.700
INT4	Because my purpose in life is to make a difference in the lives of other people	6.22	1.158			0.562
INT1	Because caring for those in need is part of who I am	5.86	1.305			0.512
	% Variance			21.845	15.341	9.841
	% Cumulative variance			21.845	37.186	47.027
	Reliability: *Cronbach's alpha*			0.896	0.764	0.707
	Dillon-Goldstein's rho			0.915	0.814	0.794

Note. Factors were extracted using principal component analysis, and rotated using varimax with Kaiser normalization. Rotation converged in 5 iterations. Only loadings greater than .3 are reported.

The third motivation factor consists mostly of integrated regulated motivation items from the SDT framework and is labeled Altruistic Motivation to recognize the extent to which the IA, the work itself at the place of destination, and personal values are integrated into who the person is. Examples of items that group into this latent variable include: “Because I have a personal desire to contribute to fulfilling the purpose of the organization I represent,” (coded as INT2) “Because I find that my personal life goals are similar to that of the organization I represent,” (coded as INT5) and “Because my purpose in life is to make a difference in the lives of other people” (coded as INT4). On a 1 to 7-point scale, the sample mean for Altruistic Motivation is 5.83 (SD = 1.027, n = 169), making this the most influential motivation factor in the decision of NPO workers to accept IAs.

Besides finding practical significance in the items making up the three latent motivation factors, and finding internal reliability among the items of the three factors, there is also theoretical support for the result. In Figure 3 part b (page 86), the correlation profile for NPO workers across the six SDT types of regulated motivation suggests that the nonregulated, external regulated, and introjected regulated will be more similar, while the identified and intrinsic regulated will be more similar, and the integrated will stand by itself. The factor analysis grouping of SDT motivation items in essence support the proposed profile, thus delivering theoretical, practical, and statistical support.

To find the relative autonomy index, the SDT-controlled subscale scores are weighted negatively and the autonomous motivated subscale scores are weighted positively (Boiche et al., 2008). Thus, the amotivation score is weighted -3, the external regulated score is weighted -2, and the introjected regulated score is weighted -1. In contrast, the identified regulated score is weighted +1, the integrated regulated score is weighted +2, and the intrinsic motivated subscale score is weighted +3. The relative autonomy index is not calculated or used in the analysis, as the exploratory factor analysis did not provide a clean factoring of the items as predicted to the respective SDT motivation types.

Cluster Analysis

Given the satisfactory internal consistency of each of the three motivation factors, the standardized mean scores for the three SDT-based motivation factors for accepting IAs are calculated. These standardized mean scores are used in conducting a k-means cluster analysis to identify cluster groupings of individuals who are similarly motivated in their decision to accept an IA. Using PASW Statistics (version 18.0) software and the procedure suggested by Hair et al. (2006), four clusters are identified. However, one cluster contained only three members. Closer inspection reveals that the three members are all extreme values (standardized scores greater than 3) and not representative of a cluster. Further k-means cluster analysis using NCSS software reveals four clusters suitable, with the percent variance falling below 50 percent. For the four-cluster solution (n=160), Cluster 1 contains 83 (51.5%) members, Cluster 2 contains 17 (10.6%), Cluster 3 contains 23 (14.3%), and Cluster 4 contains 37 (23.6%). Inspection of scatter diagrams is conducted to assess if the extreme values are possibly outliers and could skew cluster formation. The cluster scatter diagrams in appendix F suggest that eliminating the three extreme values would not change the basic cluster formation; thus, these values are not considered outliers.

With two quite different cluster models, a third k-means cluster analysis is conducted using XLSTAT software. The result of the third cluster analysis is virtually the same as that of the NCSS version, except for two items that cluster into different clusters. Since two software packages provide very similar results, the NCSS results are used for further data analysis.

Table 23 shows the cluster size and the standardized scores of the means and standard deviations of the cluster centroids. Figure 5 illustrates the distinctive profiles of the four clusters using the standardized mean scores. Because it cannot be assumed that the sample population is normally distributed, the standard ANOVA analysis of variance is inappropriate to use. Instead, the Kruskal-Wallis analysis of variance in ranks (Aczel & Sounderpandian, 2006) is used. Table 23 also provides the means, standard deviations, and H-statistic of the Kruskal-Wallis test.

The Kruskal-Wallis test results show that all three SDT-based motivation latent factors are significantly different across the four cluster groups. The International Cross-

Cultural Experience latent factor (Factor 1) has a significantly lower mean for Cluster 4 than for each of the other clusters (see Table 23) and that Cluster 3 is lower than Cluster 1 and Cluster 2. The Extrinsic Motivation factor means (Factor 2) for Cluster 3 is significantly higher than for each of the other clusters (see Table 23). For the Altruism Motivation factor, Clusters 2 and 4 are significantly different from each of the other clusters (see Table 23), with Cluster 2 having a significantly lower mean than the other three clusters and Cluster 4 having a mean significantly lower than Cluster 1 and Cluster 3, but higher than Cluster 2.

Table 23 – *Descriptive Statistics (Means, Standard Deviations) Using Standardized Scores and Kruskal-Wallis Analysis of Variance on Motivation Factors for Accepting IA Across the Four Clusters*

Means *(SD)*	Cluster 1: Caring Inter-nationalist	Cluster 2: Self-Directed Careerist	Cluster 3: Obedient Soldier	Cluster 4: Movement-Immersed	*p*-value (H-statistic)
International Cross-Cultural Experience	0.531 *(0.483)*	0.477 *(0.652)*	**-0.286** * *(1.161)*	**-1.357** *** *(0.547)*	*< 0.0001* (82.583)
Extrinsically Motivation	-0.303 *(0.440)*	0.151 *(0.794)*	**2.106** *** *(1.445)*	-0.381 *(0.437)*	*< 0.0001* (49.745)
Altruistic Motivation	0.397 *(0.561)*	**-1.536** *** *(0.818)*	0.461 *(0.854)*	**-0.148** * *(0.988)*	*< 0.0001* (58.484)
N = (%)	83 51.5%	23 14.3%	17 10.6%	37 23.6%	160 100%

Note. Items marked *, **, or *** are statistically significant at .05, .01, or .001 level respectively from the other clusters using Kruskal-Wallis analysis of variance of ranks.

Cluster 1 is labeled Caring Internationalist, with high International Cross-Cultural Experience and Altruistic Motivation. Cluster 2 is labeled Self-Directed Careerist, with high International Cross-Cultural Experience and relatively low Altruistic Motivation. Cluster 3 with high Extrinsic Motivation is labeled Obedient Soldier. Lastly, cluster 4– with relatively low scores in each of the three motivation factors, but particularly in International Cross-Cultural Experience–is labeled Movement-Immersed Worker. The full description of the clusters is provided later, and at that time the reasons for the provisional cluster labels will become more evident.

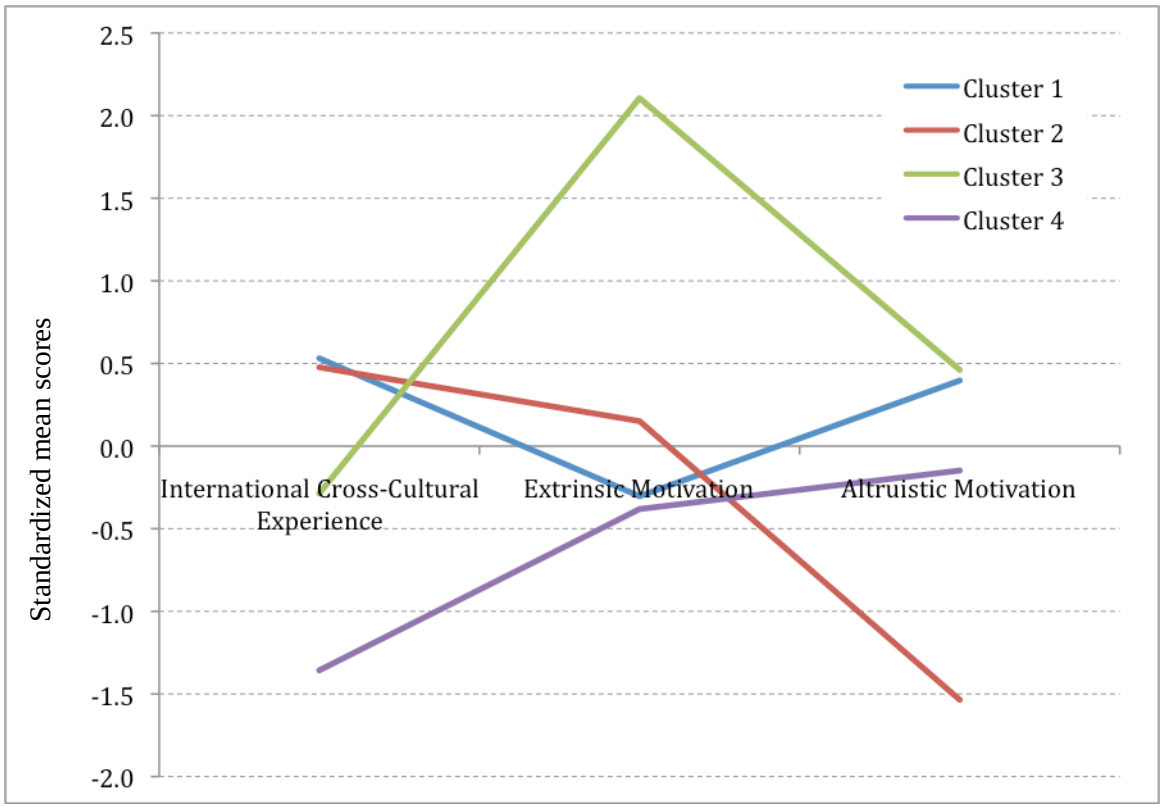


Figure 5. Motivational profiles against the clusters from the cluster analysis, using standardized mean scores.

Recognizing the challenge of identifying complex and often hidden motives, the question remains: how valid are the findings of the SDT framework on the motivations for accepting IAs? In an attempt to triangulate these preliminary results further analysis of two related questions is conducted. The first examins a scale of 45 reasons for accepting IAs, where respondents indicated on a 5-point scale the importance of each. The second looks at an open-ended question where respondents are asked to state in three or four sentences the chief reasons for their personal decision to live and work outside of their home country.

Analysis of Reasons for Accepting International Assignments

The 45 items in the scale of reasons for accepting IAs was compiled from earlier studies on reasons for expatriation (Adler, 1986; Cleveland et al., 1960; Dickmann et al., 2008; Dunbar, 1992; Fish & Wood, 1997; Miller & Cheng, 1978; Stahl et al., 2002;

Tharenou, 2003; Tung, 1998; Wennersten, 2008). These items are factor analyzed on the correlation matrix using exploratory factor analysis, and the solution is varimax rotated. Models using 3 to 9 factors are tested in the exploratory factor analysis. After eliminating thirteen items with either high cross loadings or factor loadings below .40, a seven-factor model emerges based on the scree-plot, and a total of 70.15% of the variance is explained. Table 24 shows the means, standard deviations, and factor loadings of the 32 reasons that loaded (n=153).

Internal reliability of the latent factors is tested using both *Cronbach's alpha* as well as the composite reliability measure of *Dillion-Goldstein's rho* (Chin, 1998), with both measures above the .70 threshold on all latent variables. Table 24 also provides details for the internal reliability measures.

The seven underlying reasons for accepting IAs are labeled based on the items loading on each factor–see Table 24 for detail. The first factor is labeled Career Development, as it contains statements relating to career advancement within the organization (coded as R6, R7, R8, and R16) and personal career development (coded as R34, R36, and R37). On a 1 to 5-point scale, the sample mean for the Career Development factor is 2.53 (SD = 1.229, n = 158) indicating that it is of medium importance in the IA decision. The second underlying reason is Economic with statements that relate to the family's income (coded as R20) and savings (coded as R21) as well as the level of economic development at the country of destination (coded as R17, and R24). On a 1 to 5-point scale, the sample mean for the Economic factor is 1.79 (SD = 0.972, n = 158) indicating that it is unimportant in the acceptance of an IA decision.

The third expatriation reasons factor is named International Experience, with loaded items referring to the adventure of living abroad (coded as R27), opportunities to experience cross-cultural living (coded as R28), a fun-filled and exciting lifestyle (coded as R29), opportunities for international travel (coded as R15), and the personal desire to work internationally (coded as R40). On a 1 to 5-point scale, the sample mean for the International Experience factor is 3.23 (SD = 0.995, n = 158), indicating that while it is of medium importance when considering the acceptance of an IA, it is the second-most important factor in this scale. The fourth latent variable relating to reasons for accepting an IA is labeled Escapism, because the items loading onto it relate to reasons associated

with getting away from a difficult societal (coded as R13) or personal situation (coded as R14) or relationship (coded as R11). On a 1 to 5-point scale, the sample mean for the Escapism factor is 1.57 (SD = 0.784, n = 158), indicating that it is the least important consideration in the acceptance of an IA. Factor five contains items relating to Altruism, with loading items referring to opportunities to make a difference (coded as R33 and R44), a sense of calling to help others (coded as R45), and the meaningfulness of the assignment (coded as R32). On a 1 to 5-point scale, the sample mean for the Altruism factor is 4.60 (SD = 0.528, n = 158), indicating that it is the most important underlying reason considered when deciding on the acceptance of an IA.

The sixth underlying reason for accepting IAs is labeled Outsider Support, with loaded items mentioning the encouragement of family (coded as R3), friends (coded as R2), and work colleagues (coded as R3). On a 1 to 5-point scale the sample mean for the Outsider Support factor is 2.79 (SD = 1.071, n = 157), indicating that it is of medium importance in the expatriation decision. The last IA reason factor is named Family Life to encapsulate the items relating to the encouragement of the spouse (coded as R1), the opportunity to broaden the family's experience (coded as R43), and the work-family life balance at the destination (coded as R38). On a 1 to 5-point scale, the sample mean for the Family Life factor is 3.17 (SD = 1.19, n = 157), indicating that it is of medium importance, yet it is the third-most important consideration in the acceptance of an IA.

Table 25 provides the means and standard deviations using the standardized scores of the seven factored underlying reasons for accepting IAs across the four clusters. Table 25 also shows the results of the Kruskal-Wallis analysis of variance in ranks (Aczel & Sounderpandian, 2006) with four of seven latent factors of the reasons for accepting IA being significantly different across the four cluster groups. Cluster 4 is significantly different on three of the seven factors, while Cluster 2 is significantly different on one IA reason factor. More specifically, for the Career Development factor, the mean for Cluster 4 is significantly lower than that of Clusters 1 and 2. On the International Experience factor, the standardized mean on Cluster 4 is lower than that of Clusters 1 and 2. While on the Family Life factor, the mean of Cluster 4 is significantly lower than that of Cluster 3. For Cluster 2, the mean for the Escapism factor is significantly lower than each of the other clusters. There is no significant difference among the means of the four clusters, as

Table 24 – *Means, Standard Deviations, Rotated Factor Pattern With Loadings, and Reliability: Reasons for Accepting IA*

Item code	Item description	Means	SD	Factor 1: Career Develop-ment	Factor 2: Econo-mic	Factor 3: Inter-national Experience	Factor 4: Escapism	Factor 5: Altruism	Factor 6: Outsider Support	Factor 7: Family Life
R6	Career development within the organization	2.14	1.346	0.856						
R7	Opportunities for advancement within the organization	2.37	1.402	0.811						
R37	Personal career development	2.71	1.593	0.801						
R36	Opportunity to develop managerial skills	2.64	1.437	0.797						
R34	The opportunity to develop professionally	3.16	1.539	0.780						
R8	Preparation for a position at a higher level of the organizational structure	1.96	1.211	0.777						
R16	Increase knowledge and understanding of the organization's activities	2.71	1.464	0.660						
R17	Improvement in economic status at destination	1.68	1.113	0.302	0.843					
R20	Opportunity to improve the family's income	1.79	1.244	0.356	0.821					
R21	The prospect of being able to increase the family's savings	1.79	1.229	0.316	0.815					
R24	The level of economic development at the assignment destination	1.69	1.180		0.720					
R42	Better lifestyle (quality of life) at destination	2.19	1.364		0.641					

Code	Item description	Means	SD	Factor 1:	Factor 2:	Factor 3:	Factor 4:	Factor 5:	Factor 6:	Factor 7:
R18	The presence of friends or family at the assignment destination	1.62	1.029		0.472					
R27	The adventure of living abroad	3.12	1.322			0.832				
R15	Opportunities for international travel	2.97	1.330			0.787				
R28	The opportunity to experience cross-cultural living	3.59	1.251	0.343		0.699				
R40	Personal desire to work internationally	3.95	1.204			0.698				
R29	A fun-filled and exciting lifestyle	2.53	1.166			0.553				
R13	Getting away from an oppressive societal environment or situation	1.48	0.945				0.801			
R14	Prospect of getting away from a personal difficulty	1.54	1.056		0.419		0.729			
R22	The opportunity to get away from aspects of my home society	1.95	1.165				0.723			
R11	Chance to get away from a difficult relationship	1.32	0.768				0.636			
R33	The opportunity to make a difference	4.58	0.776					0.830		
R44	Opportunity to make a difference in other people's lives	4.64	0.631					0.812		
R45	A sense of calling to help people in need	4.68	0.601					0.696		
R32	The meaningfulness of the assignment	4.51	0.799					0.604		
R2	Encouragement from friends	2.83	1.260						0.775	
R3	Encouragement from family	3.03	1.327	0.342					0.674	0.348
R4	Encouragement from work colleagues	2.50	1.309	0.316					0.663	
R1	Encouragement from spouse	3.50	1.447							0.790
R43	Opportunity to broaden the family's (children's) experience	3.01	1.507			0.308				0.738
R38	The work-family life balance at destination	3.03	1.500		0.370					0.660

Item description	Factor 1:	Factor 2:	Factor 3:	Factor 4:	Factor 5:	Factor 6:	Factor 7:
% Variance	34.319	9.555	6.525	6.047	5.067	4.575	4.062
% Cumulative variance	34.319	43.874	50.399	56.446	61.513	66.088	70.150
Reliability: *Cronbach's alpha*	0.942	0.895	0.856	0.798	0.733	0.764	0.711
Dillon-Goldstein's rho	0.918	0.869	0.841	0.815	0.828	0.748	0.774

Note. Extracted using principal component analysis, rotated using varimax with Kaiser normalization. Rotation converged in 7 iterations. Only loadings greater than .30 are reported.

Table 25 – *Descriptive Statistics (Means, Standard Deviation) Using Standardized Scores and Kruskal-Wallis Analysis of Variance on Factored Reasons for Accepting IA Across the Four Clusters*

Means *(SD)*	Cluster 1: Caring Inter-nationalist	Cluster 2: Self-Directed Careerist	Cluster 3: Obedient Soldier	Cluster 4: Movement-Immersed	*p*-value (H-statistic)
Career Development	0.346	0.179	-0.234	**-.0712** ***	*< 0.0001*
	(1.013)	*(0.950)*	*(0.799)*	*(0.689)*	(30.385)
Economic	-0.001	0.162	0.059	-0.081	*0.482*
	(1.154)	*(1.213)*	*(0.938)*	*(0.496)*	(2.463)
International Experience	0.299	0.370	-0.143	**-0.751** ***	*< 0.0001*
	(0.836)	*(1.090)*	*(1.047)*	*(0.908)*	(26.927)
Altruism	0.234	**-1.031** ***	0.053	-0.062	*0.000*
	(0.763)	*(1.111)*	*(0.787)*	*(1.187)*	(19.785)
Escapism	-0.090	0.123	0.562	-0.113	*0.072*
	(1.089)	*(0.820)*	*(1.251)*	*(0.713)*	(7.002)
Outsider Support	-0.036	0.115	-0.060	0.025	*0.957*
	(1.043)	*(0.951)*	*(0.944)*	*(0.990)*	(0.314)
Family Life	0.082	-0.190	0.501	**-0.337** *	*0.018*
	(1.029)	*(1.177)*	*(0.651)*	*(0.899)*	(10.018)
N =	83	23	17	37	160
(%)	51.9%	14.4%	10.6%	23.1%	100%

Note. Items *, **, or *** are statistically significant at .05, .01, or .001 level respectively from the other clusters using Kruskal-Wallis analysis of variance of ranks.

they relate to the Economic, Altruism, and Outsider Support factors. Figure 6 illustrates the distinctive profiles of the four clusters across the seven latent reasons for accepting IA, using the standardized means scores.

The cluster profiles on the reasons for accepting an IA emphasizes the relative importance, not the absolute mean score, of each factor compared to the other cluster groups. With more than half of the sample clustering into group one, it effectively becomes the relative benchmark against which the other groups are measured. The interpreter of the results must be careful, as this can lead to inappropriate conclusions. For example, Cluster 2, the Self-Directed Careerist, scores much lower on the importance

of the Altruism factor than the other groups on the profile (refer to the -1 on Altruism in Figure 6), yet the mean score of 4.100 on a 5-point scale is high in absolute measure. The significant difference at the .001 level is visualized by the distance of the Cluster 2 profile from the other cluster values in levels of Altruism. It is within this relative relationship of importance that the following comments on the cluster profiles against the reasons for IA acceptance should be interpreted.

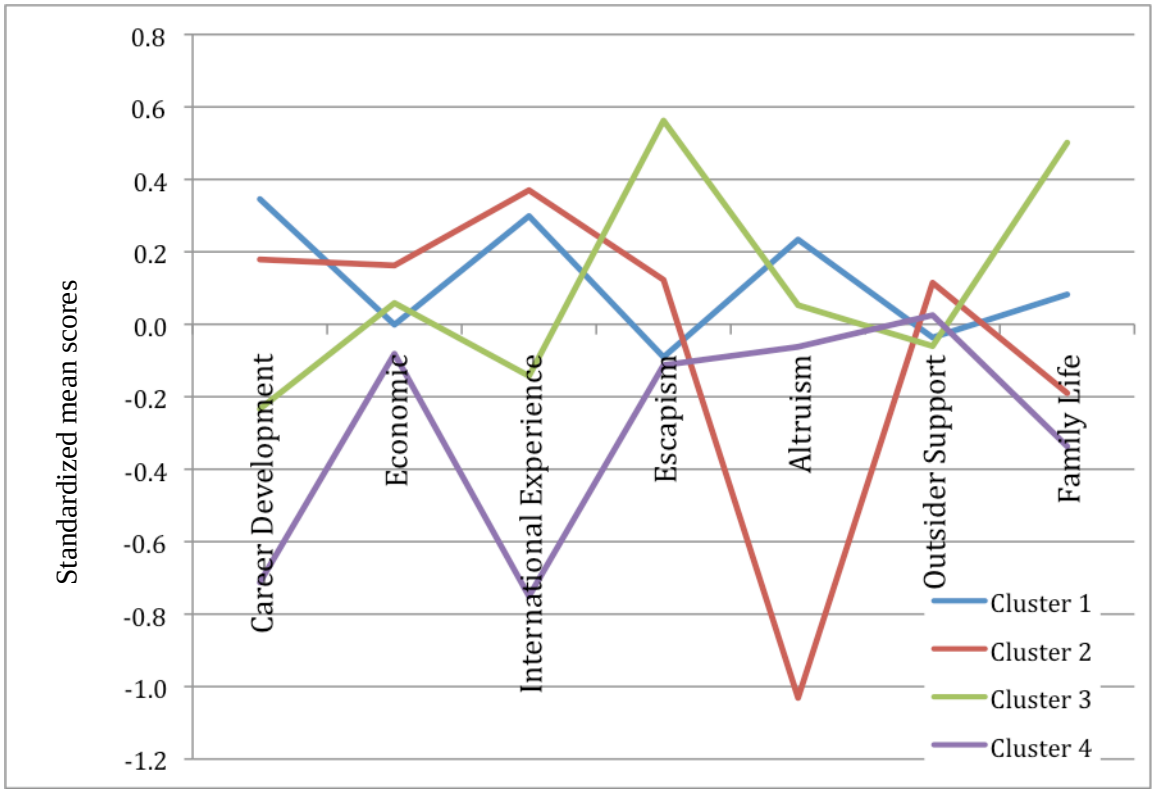


Figure 6. Reasons for international assignment profiles against the clusters, using standardized mean scores.

The relative importance of the underlying reasons in the decision to accept an IA varies across the four cluster groups. Cluster 1's Caring Internationalist loads higher on the importance of reasons relating to Career Development, the International Experience, and Altruism in accepting IAs. The Self-Directed Careerist in Cluster 2 finds the Economic and the International Experience factors more important, while Altruism (significantly so) and Family Life are less important.

Cluster 3's Obedient Soldiers find Career Development less important, but the opportunity to escape from a difficult situation in the home country and the opportunity

to develop strong family-life context are very important–significantly so. In contrast, the Movement-Immersed Workers of Cluster 4 show no single underlying reason as particularly important and rate six of the seven latent reasons as significantly unimportant when deciding on IAs.

The profile of the factor analysis compares with the results for reasons for IA acceptance with the cluster groups' support and expands the description of the four clusters identified in the previous section, based on the SDT motivation responses. Is there similar support and consistency in the results of the open-ended question analysis?

Analysis of Open-Ended Question

In an open-ended question, respondents are asked: "In three or four sentences, explain the chief reasons for your personal decision to live and work outside your home country." The responses to this question are used either to assess nuances and underlying motives that the previous scales did not contain or to reinforce their results. A total of 146 responses are received and analyzed.

Using suggestions and the advice of Miles and Huberman (1994), the comments are read several times to identify themes and to design a set of codes that could classify the open-ended question responses under the appropriate reasons and motives. Recognizing that motivation is complex and also that multiple motivations may be stated in response to the open-ended question that requests the "chief reasons," provision was made to provide for up to three coded motivation themes per response. Furthermore, in the process of answering the second question which asks the primary objectives of the sending organization's IA program, respondents in a few cases included further comments relating to their personal motivation. Thus, in coding an individual respondent's answers to the motivation question, the researcher read responses to both questions and coded the inferred motivation themes. Responses relating directly to the primary objectives of the IA program of the sending organization (i.e., the second open-ended question) were not coded, as they are outside the scope of the present study.

Many respondents refer to the idea of *a calling* or *being called* (Perry & Wise, 1990), a widely accepted concept by NPO workers on IA. However, the meaning of the calling differs, as illustrated in the open-ended responses. Analysis of the context in

which the term *called* is used results in a number of different underlying themes that an individual may ascribe to being called. First, there is reference to obey a command, commission, or mandate, which suggests that heeding the call is done with a sense of duty. This view of calling is illustrated by comments such as "because of Jesus Christ's *mandate* to take the Good News to all peoples of the world" (205) and "My wife and myself believe that we are following God's *command* to spread the Gospel to all the world." (169, emphasis supplied). Comments that seem to lean toward following a call as a command, mandate, or duty are coded as OBY.

Being *called* also suggests the idea of the international assignee heeding an issued invitation and feeling a deep commitment to go where someone else is leading or guiding; in the case of religious workers, it is viewed as following God's leading. It speaks of a deep trust and submission to the will of the leader or, possibly, organization. This approach to calling is illustrated by comments such as: "God led me to where I am now" (65) and "God directed me further … . It is God's purpose for my life to call lost people to His kingdom" (70). Statements following this theme are coded as FOL for follow or follower.

A third category of comments relating to being *called* suggest that the process includes an active participatory element from the individual leading to the alignment of the respondent's skills, abilities, and purposes with that of an organization or of God. This kind of proactive alignment seems to recognize both the principle of free choice exhibited by the obedience and follower categories as well as creative thought. Where this type of proactive alignment of purposes is evident, the comments are coded as ALN. Examples of comments in this category include: "I have a strong sense of calling to service. I feel like this is what gives my life purpose–whether in my home country or abroad. When I had the opportunity to live and work in a developing country in the field where I have experience, I felt like it would be a good fit–both professionally and an opportunity to serve" (99) and "I am a Christian and I believe that the message of Jesus as communicated through the Bible is relevant, timeless, and essential for all peoples. I want to be a part of giving people the opportunity to hear how much God loves and cares for them and to give their lives wholeheartedly to Him" (146).

The fourth category related to the idea of *calling* is in serving the poor and needy in some parts of the world. The focus is on meeting the needs of others–be they natives in foreign countries or supporting frontline workers. This dimension of calling is well illustrated by a respondent working for a humanitarian aid organization who stated: "I felt a calling to do something more with my life than simply paddle in the pond. I wanted to make a difference in other people's lives and feel the personal fulfillment of helping someone in desperate need" (198). Other examples were expressed as: "the desire to be used by God in a place where the need was much greater that in the U.S." (90) or "I want to train leaders, pastors and missionaries in Nigeria. Partly to help supply missionaries who can go to places effectively and do a better job than an American could do" (124).

Many references to *a call* and *calling* elaborate on the theme and thereby provide better context to help the researcher decide under which of the previous four themes to code the personal views. However, in some cases where the respondents referred only to *being called*, their comments are coded to represent a generic call such as: "God's call – God's call – God's call" (43) and "Following God's missionary call." (92). Statements of this nature are considered generic and were coded as CAL.

Not all comments categorized into the above five categories refer to the concept of calling, nor do they neatly fit into a single category. An example of a comment that includes elements of proactive alignment (coded as ALN) and helping others in need (coded as HLP) without referring to calling is: "I chose to live and work outside my home country because of a deep desire that the work I do should contribute to the well-being (both physical and spiritual) of others. The job I was in did not provide that, and the international assignment did" (57).

Several respondents allude to the idea that they are career expatriates (coded as CAR) who that feel comfortable living in different cultures and enjoy the lifestyle and challenges of living abroad. The choice of living in a foreign context is essentially for intrinsic enjoyment and is differentiated from the choice of living abroad for the sake of the worker's children and immediate family (coded as FAM). Perhaps the sense of a career expatriate is best illustrated by comments such as: "because we have made a career living abroad, it seems logical to continue living abroad" (194), and "I have also lived and worked in other countries while growing up, so in some ways it is a part of life"

(191), and “I have always planned to live and work outside my country as a missionary. So, for me it wasn’t a question of IF I would work internationally, but WHERE” (165).

Respondents who cite that living abroad is good for their children and family are coded FAM. Comments refer to the environment being more desirable, the situation being better, and the context good for the growth of the family, wife, and/or children. Examples of comments supporting the family environment (coded as FAM) theme include: “It also has been a good situation for my family in broadening our children’s horizon and allowing my wife not to work” (196), and “I want also for my children to experience a multicultural environment as young as possible, and I believe this will shape them to be a person that will respect other people” (185), and “To provide opportunity for family member to experience different culture in all aspects of life” (103).

Reference to playing an important role in the organization is coded as ORG for respondents who find personal fulfillment through their involvement with an organization. Comments that illustrate this reason for accepting IAs include: “I feel that my job within the organization is an important part of what God is doing in history” (204), and “To show the church a professional aviation program can accomplish the church goals in a cost effective manner and in a safe manner” (145).

A self- or personal-fulfillment theme (coded as SFL) evolves to describe comments relating to fulfilling a lifetime dream, life goal, personal need or challenge, or the desire for personal growth and development. It also encompasses comments relating to finding meaning and satisfaction by working abroad. Comments to illustrate this dimension include: “I love challenges” (108), “more opportunities for professional development” (106), “To grow professionally by facing new challenges” (103), “I also found satisfaction in sharing God’s love with others and making a difference with what I could offer, especially when working with women & children” (85), “learn to view the world through different eyes” (62), and “It gives one challenges and opportunities that may not be presented in the comforts of living in ones own home country” (39).

The sense of adventure (coded as ADV) in seeking out new places and new experiences shows in some comments. For example: “it seemed like a good time to fulfill desire for adventure some couple of years [while] doing a job that would help others” (40), “To do something different and experience a new place with new wonders to

explore" (191), "Fascination with other peoples, places, cultures, geography, etc." (186), "the opportunity to work in a culture very different to mine was appealing" (184), and "the adventure and challenge of living/working/raising a family abroad including great holidays" (168).

In some comments, respondents mention that the reason for accepting an IA was because the family, friends, and/or spouse supported the idea. Comments that illustrate this include: "with the support of my wife and family I have decided to do this work" (189), "I have the support of my family" (108), and "Our friends and family also saw the need and encouraged us when they learned of our decision to move in this direction" (105).

In a few responses, there is reference to escaping problems like unemployment, difficult relationships, or undesirable societal contexts. These are coded as ESC for an escape or avoidance theme. Examples of comments illustrating the escape theme include: "I wanted to return to Africa and leave some emotional baggage and problems behind. I needed to focus on a new life and move on from the old" (178), "removing ourselves from the secular culture of N. America and all it entails" (168), and "I prefer to escape the moral and social decay in the US and experience 'real' life in a developing country" (84).

The aspiration (coded as ASP) of some respondents to follow the example of others they have admired–either by personal observation or through tales of past experiences (mission stories)–is evident in comments like: "My wife and I made the decision influenced by admiration for others who were involved in similar work" (76), and "I dreamed of being a missionary since early childhood. Our family read nearly every mission storybook printed by our church. These stories inspired me to prepare for mission service" (42).

A few respondents mentioned that engaging in an IA was a means by which they could payback (coded as PAY) the service that others have rendered to their country. This is illustrated by the comment: "I have been wanting to become a missionary. Being a missionary is one way to pay back what missionaries had and have done in my country" (154). In other cases, the repayment idea related to the obligation felt by the respondent to give to those in need from the abundance they experience. An example is: "Almost

equally as important is the feeling/knowledge that we have so much in the U.S., that we owe something to those who have less–often by no fault of their own" (132).

Some respondents claim that their personal role in filling an IA position was indispensible (coded as IND), as they performed work that others cannot or are unwilling to do. Comments that illustrate this theme include: "to get God's good news out to difficult to reach people to whom no one else has the desire to serve" (211), "I am filling a gap that no other person can fill at the moment I was called to go on international work. I am willing to train another person to take over after my term is finished" (150), and "I am in an area that no one really wants to go to. It is not easy; there is no electricity or running water. It is hard, hot and challenging" (130).

Table 26 is a summary of the themes identified in the analysis of the open-ended comments in response to the question asking for the chief personal reasons for the decision to accept an IA. Of the 143 comments received, 135 comments are categorized into the four clusters identified earlier through cluster analysis. Because respondents' statements often mentioned more than one theme, the total theme identifiers in the 135 open-ended responses are 250. Table 27 tabulates the frequency of themes across the four clusters, and Appendix E is a list of all the comments arranged by cluster and underlying theme.

The results of the frequency distribution of the themes across the clusters further supplement our understanding of the cluster descriptions. In comparing the frequency of the themes in each cluster with the cluster size (Table 27), several higher-than-expected frequencies are noticed. These results suggest that individuals in Cluster 1 labeled as Caring Internationalist, seek out the adventure of IAs (coded as ADV) to find self-fulfillment (SFL), to return a benefit they received to others in need (coded as PAY), or to fulfill the purposes of the sending organization (coded as ORG). Secondly, the higher frequencies under Cluster 2 suggest that the Self-Directed Careerists of Cluster 2 prefer an international career (coded as CAR) for Family Lifestyle (coded as FAM) reasons or financial benefit (coded as FIN). Further, the results suggest that the Cluster 3 Obedient Soldiers are obeying a command (coded as OBY) to a work context where they perceive their work contribution as indispensible (coded as IND) to either the organization or the local people at the place of destination. Lastly, the results on Cluster 4, the Movement-

Immersed Workers, suggest that they are proactively aligning themselves (coded as ALN) with the call to follow the leader or organization to an IA.

Table 26 – *Inferred Motivation Themes on Open-Ended Question*

Code	Theme title	Motivation theme	Description
ADV	Adventure	Intrinsic motivated	Seeking out new places, new wonders, new cultures, new experiences
ALN	Proactive alignment	Participant in calling	Active alignment of personal goals, purpose, and relationship to God's purposes
ASP	Aspire	Admiration and aspirations	Admiration of others who have proceeded and desiring to follow their example
CAL	Generic call	Unknown	No explanation or understanding of personal reasons
CAR	Career expatriate	Intrinsic enjoyment	Enjoy lifestyle of living in a foreign country and culture
ESC	Escape	Avoidance	Get away from home culture (secular, pop), unemployment, or relationship problems
FAM	Family environment	Better Environ. for Family	Good situation, more desirable environment, or better growth opportunities for family, wife, and/or kids
FIN	Financial	Economic Benefits	Able to save money or gain economically
FOL	Call to follow	Content to follow	A directed and guided experience by surrendering; service to go when called
HLP	Call to help/service	Empathy towards others	Desire and passion to make a difference or to help or serve others in need or suffering. Improve spiritual and physical well-being of others
IND	Indispensable	Importance	Sense of importance and indispensability by doing work others cannot/unwilling to do
OBY	Call to obey	Obedience to duty	Obey a duty, mandate, commission, promise, commitment, or command (to spread the Gospel)
ORG	Organization person	Fulfillment through org.	Role in organization by using professional skills, is part of larger purpose
PAY	Pay back	Obligation	A felt obligation to return a favor, benefit, or prior benefits received
SFL	Personal fulfillment	Self-fulfillment	Fulfilling a dream, life goal, personal need, challenge, or desire for personal growth and development; finding meaningfulness and satisfaction
SUP	Family supported	Externally motivated	Family or wife supported the idea

Table 27 – *Frequency of Open-Ended Question Themes Across Clusters*

Theme (Code)	Cluster 1: Caring Inter-nationalist	Cluster 2: Self-Directed Careerist	Cluster 3: Obedient Soldier	Cluster 4: Movement-immersed	Total
Adventure (ADV)	14 * 70.0%	3 15.0%	1 5.0%	2 10.0%	20
Proactive alignment (ALN)	15 50.0%	2 6.7%	1 3.3%	12 * 40.0%	30
Aspire (ASP)	3 75.0%	- 0.0%	1 25.0%	- 0.0%	4
Generic call (CAL)	6 66.7%	- 0.0%	- 0.0%	3 33.3%	9
Career expatriate (CAR)	3 37.5%	4 * 50.0%	- 0.0%	1 12.5%	8
Escape (ESC)	4 50.0%	1 12.5%	- 0.0%	3 37.5%	8
Family (FAM)	9 64.3%	4 * 28.6%	- 0.0%	1 7.1%	14
Financial (FIN)	- 0.0%	2 * 100.0%	- 0.0%	- 0.0%	2
Call to follow (FOL)	12 44.4%	2 7.4%	3 11.1%	10 37.0%	27
Call to help/service (HLP)	38 * 61.3%	4 6.5%	5 8.1%	15 24.2%	62
Indispensable (IND)	8 38.1%	2 9.5%	6 * 28.6%	5 23.8%	21
Call to obey (OBY)	8 38.1%	2 9.5%	6 * 28.6%	5 23.8%	21
Organization person (ORG)	7 * 70.0%	1 10.0%	- 0.0%	2 20.0%	10
Pay back (PAY)	3 * 75.0%	1 25.0%	- 0.0%	- 0.0%	4
Personal fulfillment (SFL)	14 * 77.8%	3 16.7%	- 0.0%	1 5.6%	18
Family supported (SUP)	4 40.0%	3 * 30.0%	2 20.0%	1 10.0%	10
Total	140 56.0%	33 13.2%	19 7.6%	58 23.2%	250
Relative cluster size	51.5%	14.3%	10.6%	23.6%	135

Note. A * denotes frequencies that appear disproportionally large compared to the relative cluster size.

There is considerable congruency among the results of the SDT motivation factors, the reasons for accepting an IA, and the responses to the open-ended question on the NPO worker's personal reasons for accepting an IA. These results will shortly be combined into a detailed description of each of the four cluster groups. However, before doing so, two more sections of the study results should be considered: the influence of (a) cultural values and (b) organizational commitment on the decision for accepting an IA.

Analysis of Cultural Values

The Dorfman and Howell (1988) cultural values scales at the individual level are used to assess cultural values across motivation types and clusters. In addition to the four dimensions of individualism/collectivism (coded as ID), uncertainty avoidance (coded as UA), power distance (coded as PD), and masculinity/femininity (coded as MF), included in this study is a two-dimension long-term orientation scale (Bearden et al., 2006) and a hedonistic scale (Triandis, Leung, Villareal, & Clack, 1985).

Although the seven cultural value subscales have all been tested for validity and reliability by the respective authors, they have not been used and tested together. For this reason, an exploratory factor analysis of the full 35-item scale with the seven subscales is done using the correlation matrix and a varimax rotation of the solution. After eliminating 10 items with either high cross loadings or poor theoretical fit, the result produced the seven expected theoretical factors. Table 28 presents the item means, standard deviations, and rotated factor loadings of the 25 cultural-value items that fit (n= 162). The factors are labeled according to the expected latent variable loadings.

Based on a 1 to 5-point scale, the range spans four units of measure. Equally spacing the range of four units into three measures of high, medium, and low results in cutoff points of 2.33 between low and medium and 3.66 between medium and high. The factor means (see Table 29) indicate that, as a whole, the respondents in the sample prefer to avoid uncertainty (mean of 4.10), are highly egalitarian (power distance mean of 1.80 and masculinity/femininity mean of 2.24), prefer to plan for the long term (long-term orientation subscale 1 with mean of 3.89), and hold fairly strong hedonistic values (mean of 3.68).

Table 28 – *Means, Standard Deviations, Rotated Factor Pattern With Loadings, and Reliability: Cultural Values*

Item code	Item description	Means	SD	Factor 1: Masculinity/ Femininity	Factor 2: Hedonistic	Factor 3: Collectivism	Factor 4: Uncertainty Avoidance	Factor 5: Power Distance	Factor 6: Long-Term Planning	Factor 7: Long-Term Tradition
MF1	Meetings are usually run more effectively when they are chaired by a man.	1.84	1.068	0.832						
MF5	It is preferable to have a man in a high-level position rather than a woman.	2.18	1.288	0.758						
MF2	It is more important for men to have a professional career than it is for women to have a professional career.	2.25	1.275	0.716						
MF4	Solving organizational problems usually requires an active, forcible approach, which is typical of men.	2.07	1.082	0.622						
MF3	Men usually solve problems with logical analysis; women usually solve problems with intuition.	2.84	1.165	0.561						
HE4	One of the most important goals of my life is for me to be happy.	3.05	1.248		0.824					
HE5	Life should be fun.	3.98	0.964		0.775					
HE1	It is important to me to enjoy life.	4.01	0.888		0.735					
ID2	Group success is more important than individual success.	3.44	0.896			0.832				
ID5	Managers should encourage group loyalty even if individual goals suffer.	3.01	1.065			0.738				
ID6	Individuals may be expected to give up their goals in order to benefit group success.	3.31	0.975			0.737				
ID1	Group welfare is more important than individual rewards.	3.62	0.873		0.321	0.605				

Code	Item description	Means	SD	Factor 1:	Factor 2:	Factor 3:	Factor 4:	Factor 5:	Factor 6:	Factor 7:
PD4	Managers should avoid off-the-job social contacts with employees.	1.78	0.959				0.754			
PD6	Managers should *not* delegate important tasks to employees.	1.58	0.813				0.725			
PD5	Employees should *not* disagree with management decisions.	1.88	0.850				0.675			
PD1	Managers should make most decisions without consulting subordinates.	1.96	0.991				0.599			
UA5	Instructions for operations are important for employees on the job.	4.15	0.804					0.891		
UA1	It is important to have job requirements and instructions spelled out in detail so that employees always know what they are expected to do.	3.95	0.963					0.797		
UA4	Standard operating procedures are helpful to employees on the job.	4.21	0.715					0.639		
LT2	I work hard for success in the future.	3.84	1.006						0.799	
LT1	I plan for the long term.	4.09	0.855						0.707	
LT3	I don't mind giving up today's fun for success in the future.	3.76	0.917		-0.327				0.593	
LT7	I value a strong link to my past.	3.46	1.032							0.789
LT8	Traditional values are important to me.	3.68	0.974							0.745
LT6	Family heritage is important to me.	3.73	1.012							0.680
	% Variance			14.250	13.388	8.441	8.111	7.035	5.736	4.504
	% Cumulative variance			14.250	27.638	36.079	44.190	51.224	56.961	61.465
	Reliability: *Cronbach's alpha*			0.781	0.746	0.720	0.672	0.742	0.611	0.666
	Dillon-Goldstein's rho			0.828	0.822	0.821	0.784	0.823	0.745	0.783

Note. Factors were extracted using principal component analysis, and rotated using varimax with Kaiser normalization. Rotation converged in 7 iterations. Only loadings greater than .30 are reported.

Using *Cronbach's alpha* as an internal reliability measure of the factors provides alphas above the .70 threshold for four factors and above .60 on the other three factors. A composite reliability measure, the *Dillion-Goldstein's rho,* is also used to overcome the Cronbach assumption that each item variable is equally important in defining the latent factor variable (Chin, 1998). The *rho* values are all above the .70 threshold. Table 28 provides details for both internal reliability measures.

Table 29 **–** *Descriptive Statistics (Means, Standard Deviations) Using Standardized Scores and Kruskal-Wallis Analysis of Variance on Factored Cultural Value Across the Four Clusters*

Means *(SD)*	Cluster 1: Caring Inter-nationalist	Cluster 2: Self-Directed Careerist	Cluster 3: Obedient Soldier	Cluster 4: Movement-Immersed Worker		*p-value* (H-statistic)	Sample Factor Mean *(SD)*
Masculinity	-0.072 *(0.944)*	-0.095 *(0.874)*	0.373 *(1.002)*	-0.032 *(1.123)*		*0.332* (3.416)	2.24 *(.855)*
Hedonistic	0.271 *(0.900)*	0.270 *(0.836)*	-0.010 *(1.040)*	**-0.712** *(1.019)*	***	*< 0.0001* (20.270)	3.68 *(.853)*
Individualism/ collectivism	0.066 *(1.006)*	-0.166 *(0.843)*	-0.312 *(1.034)*	0.071 *(1.093)*		*0.300* (3.665)	3.35 *(.702)*
Uncertainty avoidance	-0.185 *(1.058)*	0.068 *(0.821)*	-0.283 *(1.008)*	0.384 *(0.794)*		*0.047* (7.932)	4.10 *(.677)*
Power distance	-0.173 *(0.826)*	0.334 *(0.983)*	0.243 *(1.224)*	-0.193 *0.941)*		*0.070* (7.065)	1.80 *(.655)*
Long-term planning	0.050 *(0.949)*	-0.164 *(0.916)*	0.094 *(0.733)*	-0.204 (1.279)		*0.649* (1.646)	3.89 *(.692)*
Long-term traditions	0.071 *(0.939)*	-0.162 *(0.925)*	0.127 *(1.309)*	0.073 *(0.991)*		*0.585* (1.942)	3.63 *(.778)*

Note. Items marked *, **, or *** are statistically significant at .05, .01, or .001 level respectively from the other clusters, using Kruskal-Wallis analysis of variance of ranks.

A Kruskal-Wallis analysis of variance in ranks is used to identify significant differences in cultural values across the four motivation clusters. Table 29 shows the results of the Kruskal-Wallis analysis of variance in ranks (Aczel & Sounderpandian, 2006), with only one of the seven latent cultural-value factors being significant across the cluster groups. The Hedonistic value mean is significantly lower in Cluster 4, the Movement-Immersed Workers, than in Clusters 1 and 2.

The lack of significant difference between the four clusters on the traditional cultural values (i.e., individualism/collectivism, masculinity/femininity, power distance, uncertainty avoidance, and long-term orientation) supports the SDT assertion that the basic psychological needs (i.e., autonomy, relatedness, and competence) are universal across cultures (Deci & Ryan, 2008a).

Analysis of Organizational Commitment

To identify the influence of organizational commitment on the motivation for accepting an IA, the three-dimensional organizational commitment scale in the seminal work of Meyer and Allen (1997) is used. A large body of research using the Meyer and Allen scale has established the loading of the items on the respective affective, normative, and continuance commitment factors. Thus it is deemed unnecessary to repeat a factor analysis of these items. The internal reliability of the three factors is tested using *Cronbach's alpha,* with two alphas above the .70 threshold and the third at .685 (n=149). Table 31 presents the means, standard deviations, and reliability measures of the three organizational commitment latent variables and the scale items.

Table 30 **–** *Descriptive Statistics (Means, Standard Deviations) and Kruskal-Wallis Analysis of Variance on Theoretical Organizational Commitment Factors Across the Four Clusters*

Means *(SD)*	Cluster 1: Caring Inter-nationalist	Cluster 2: Self-Directed Careerist	Cluster 3: Obedient Soldier	Cluster 4: Movement-Immersed	*p*-value (H-statistic)
Affective Commitment	5.440	4.699	4.980	5.454	*0.122*
	(1.066)	*(1.523)*	*(1.338)*	*(1.132)*	(5.803)
Normative Commitment	4.769	4.262	4.608	4.276	*0.152*
	(1.114)	*(1.421)*	*(1.021)*	*(1.276)*	(5.292)
Continuance Commitment	3.168	3.182	3.311	2.819	*2.808*
	(1.133)	*(1.296)*	*(1.198)*	*(1.165)*	(0.422)

Note. Items *, **, or *** are statistically significant at .05, .01, or .001 level respectively from the other clusters, using Kruskal-Wallis analysis of variance of ranks.

The results show that on a 1 to 7-point scale, the Affective Commitment item means are mostly above 5 with a latent variable mean of 5.27, the Normative Commitment factor means are between 4 and 5 with a factor mean of 4.58, and the

Table 31 – *Means, Standard Deviation, and Reliability: Organizational Commitment*

Item Code	Item Description	Means	S.D.	Reliability: *Cronbach's alpha*
Factor 1: Affective Commitment (AC)		**5.27**	**1.197**	**0.781**
AC1	I would be very happy to spend the rest of my career in this organization.	5.15	1.752	
AC2	I really feel as if this organization's problems are my own.	3.89	1.981	
AC3	I do not feel like "part of the family" at my organization. (R)	5.77	1.611	
AC4	I do not feel "emotionally attached" to this organization. (R)	5.42	1.779	
AC5	This organization has a great deal of personal meaning for me.	5.60	1.480	
AC6	I do not feel a strong sense of belonging to my organization. (R)	5.80	1.681	
Factor 2: Continuance Commitment (CC)		**3.11**	**1.184**	**0.714**
CC1	It would be very hard for me to leave my organization right now, even if I wanted to.	3.83	1.936	
CC2	Too much of my life would be disrupted if I decided I wanted to leave my organization right now.	3.73	1.918	
CC3	Right now, staying with my organization is a matter of necessity as much as desire.	3.75	2.081	
CC4	I believe that I have too few options to consider leaving this organization.	2.32	1.659	
CC5	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	2.59	1.734	
CC6	If I had not already put so much of myself into this organization, I might consider working elsewhere.	2.48	1.645	
Factor 3: Normative Commitment (NC)		**4.58**	**1.198**	**0.685**
NC1	I do not feel any obligation to remain with my current employer. (R)	5.45	1.703	
NC2	Even if it were to my advantage, I do not feel it would be right to leave my organization now.	4.61	2.040	
NC3	I would feel guilty if I left my organization now.	3.29	2.103	
NC4	This organization deserves my loyalty.	5.01	1.754	
NC5	I would not leave my organization right now because I have a sense of obligation to the people in it.	4.54	2.015	
NC6	I owe a great deal to my organization.	4.56	1.822	

Note. (R) indicates that items have been reverse scored.

Continuance Commitment factor mean is 3.11. These results indicate that NPO workers have more Affectively Commitment to their respective organizations than Continuance Commitment. This suggests that international-based NPO workers choose to continue working with their employment organization in an IA because they want to stay on (i.e., Affective Commitment) with the organization and its cause, not because they feel a duty (i.e., Normative Commitment) or consider that they have no other choice (i.e. Continuance Commitment).

A Kruskal-Wallis analysis of variance in ranks is used to identify significant differences in organizational commitment across the four motivation clusters. Table 30 shows the results of the Kruskal-Wallis analysis of variance in ranks (Aczel & Sounderpandian, 2006), with none of the three latent organizational commitment factors being significant across the cluster groups.

Although none of the latent variables are significantly different across the clusters, there are a number of individual item means that are significantly different across the clusters (see Table 48 in Appendix D for detail). Respondents in the Movement-Immersed Worker (Cluster 4) group feel that they are a part of the organizational family (coded as AC3), are emotionally attached (coded as AC4), and are willing to spend the rest of their career within the organization (coded as AC1), yet they do not consider it difficult to leave the organization (coded as CC1), nor will they feel guilty if they left the organization (coded as NC3).

These feelings are in contrast to the Self-Directed Careerist cluster members (Cluster 2), who feel less part of the organizational family (coded as AC3) and are less willing to spend the rest of their career in the organization (coded as AC1). Further, the Obedient Soldiers (Cluster 3) find it difficult to leave the organization (coded as CC1) and would feel more guilt if they did so (coded as NC3). The Caring Internationalists (Cluster 1)–like the Movement-Immersed Workers–feel that they are more a part of the organizational family (coded as AC3), are emotionally attached (coded as AC4), and are more willing to spend the rest of their career within the organization (coded as AC1); but unlike the Cluster 4 members, they would find it difficult to leave the organization (coded as CC1), do not feel it right to leave the organization (coded as NC2), and would feel guilty if they did so (coded as NC3).

Cluster Descriptions and Testing Propositions

In this section the results of the SDT motivation types, the importance of the reasons for IA acceptance, the emerging themes of the open-ended question responses, the outcomes of the cultural values and organizational commitment, and the demographic findings across the four identified clusters are combined into a detailed description of each cluster group. Based on the detailed description, conclusions are then drawn regarding support for the study propositions.

It is important to take note of a few points that will assist in understanding the supporting detail in this section. First, all findings and conclusions are based on differences in means of the respective scale items that are significant across the clusters at a confidence level of 95% or higher. Second, unless otherwise indicated, Table 48 to Table 51 can be referenced for the mean values across the four clusters and the chi-square significance of each item. Lastly, the comments are typically based on the relative values of the means, not the absolute mean values. For example, on an item such as AMT1 ("someone else made the decision for me") the mean for Cluster 3 is the highest at 2.4 on a 1 to 7-point scale (see Table 50). This mean is significantly higher (chi-square significance of 0.0000) than the next highest group mean (Cluster 2), with a score of 1.2. When reporting on this item, the description states that members of Cluster 3 are more inclined to have someone else make the decision to accept an IA for them than all the other groups, even though 2.4 is very low in absolute terms on a 1 to 7-point scale.

Cluster 1–The Caring Internationalist

The first and largest cluster, comprising approximately 50% (51.5%) of the sample, is provisionally named the *Caring Internationalist*. Based on the SDT motivation scale, it is evident that individuals in this group place a higher value on the international experience, including being more interested in learning about other cultures and valuing the challenges of living internationally (coded as ITM1, ITM2, and IDE1). They are also people whose purpose in life is to a make a difference in other's people's lives, and they are focused on being more caring toward those in need (coded as INT4 and INT1). Further, they are loyal to the organization by being more interested in contributing to fulfilling the organizational purpose (coded as INT2 and INT5), while finding the IA

more purposeful (lower on items coded as AMT1, AMT2, AMT3, AMT4, and AMT5) and important to their personal career building aspirations (coded as IDE2, IDE5). These manifestations are a result of this cluster reporting the highest level of integrated motivation (Altruistic Motivation factor) and high levels of intrinsic and identified regulated motivation (International Cross-Cultural Experience factor) on the SDT framework (see Table 23).

The important factored reasons for accepting an IA include Career Development, the International Experience, and Altruism (see Figure 6). Individuals in this cluster state that increasing their knowledge and understanding of the organization's international activities (coded as R16), and the opportunities to develop managerial skills (coded as R36), professional skills (coded as R34), and their personal careers (coded as R37) are important considerations in deciding to work as expatriates. Further, they indicate that their personal desire to work internationally (coded as R40). The adventure of living abroad (coded as R27) in a cross-cultural setting (coded as R28) are very important reasons for accepting an IA. Among the four clusters, the Altruism factor is the most important reason for this group, as the opportunity to make a difference is very important (coded as R33).

Comments by members of this cluster to the open-ended question more frequently speak to seeking self-fulfillment and adventure through the IA (i.e., the international experience) while being able to help those in need (i.e., altruism) and supporting the organizational goals and objectives (i.e., integrating organizational and personal purposes) – see Table 27.

The organizational commitment results did not show significant differences on the factors across the four cluster groups. However, at the item level, the Caring Internationalists feel more part of the organizational family (coded as AC3), are emotionally attached to the organization (coded as AC4), and are more willing to spend the rest of their career within the organization (coded as AC1). In addition, they would find it difficult to leave the organization (coded as CC1), do not feel it right to leave the organization (coded as NC2), and would feel guilty if they did so (coded as NC3).

In summary, the Caring Internationalist is altruistically driven, willing to strive toward developing a career in which the IA is an important and meaningful component of

who they are. This international career focus is integrated with a selfless focus on meeting the needs of others through the programs of an international organization. They have largely integrated the purposes of the organization with their own life goals, and the IA is an exciting cross-cultural avenue in which they can live out a meaningful life. This description incorporates elements of both the mission-minded workers (see page 46) referred to in Proposition 1a and 1b, as well as elements of the intrinsically motivated work category. Thus the motivation for an IA is not on an either-or basis in terms of controlled regulated or integrated regulated or intrinsic motivation type, but rather the Caring Internationalist is motivated by both altruistic and intrinsic factors.

Cluster 2–The Self-Directed Careerist

The second cluster, which provisionally is labeled the *Self-Directed Careerists*, consists of approximately 15% (14.3%) of NPO workers. Members of this cluster are motivated by the International Cross-Cultural Experience but less so by Altruistic Motivation (Figure 5 and Table 23). What is more important for this group are the opportunities of building a career through the IA (coded as IDE2 and IDE5), the increased rewards and social recognition associated with the IA (coded as ERG4), and a range of other extrinsic rewards (see Table 23 and Figure 6) associated with the IA, including economic benefits and the adventure of the international experience. However, these workers show the lowest levels of Altruism (see Table 23, Figure 5, and Figure 6) by reporting less identification with addressing the needs of others (coded as ITM1) and lower importance for fulfilling the gospel commission (coded as IDE3). Also low is the alignment of personal desires and goals with the fulfillment of organizational purposes and objectives (coded as INT2 and INT5).

The results on the importance of reasons for accepting an IA further supports the higher extrinsic motivation findings, the importance of a career, and the low Altruistic Motivation. Higher extrinsic motivation is based on the higher rated importance of the opportunity for international travel (coded as R15), and the increased importance of the opportunity to improve their income (coded as R20), the family's economic status (coded as R17), and increase the family's savings (coded as R21). Career Development is more important, with higher importance ratings for professional development in the IA (coded

as R34), and the opportunity for personal career development (coded as R37). The relative low Altruistic Motivation flows from the lower rating on the importance of opportunities to make a difference in other people's lives (coded as R44), the lesser importance of meaningfulness in the IA (coded as R32), and a lower sense of being called to help people in need (coded as R45) or to share the gospel (coded as R23).

Open-ended question responses from Cluster 2 members more frequently mention the importance of a career and the financial benefits of the IA (see Table 27).

Although there are no significant results on the three organizational commitment factors, a few items relating to the Affective Commitment factor are lower for the Self-Directed Careerists. They are less emotionally attached to the organization (coded as AC4), feel less a part of the organizational family (coded as AC3), and are less willing to spend the rest of their career in the organization (coded as AC1). The cluster demographic profile supports the last point in that a higher proportion of individuals with less than 15 years of service with their current NPO (see Table 46) make up the Self-Directed Careerists. Further analysis of the cluster demographics indicates that this group also consists more of citizens of developing and non-USA developed countries (see Table 41).

Like Cluster 1, the individuals in Cluster 2 are more interested in developing their careers and therefore seek out an IA for the adventurous experience–the intrinsic motivation side. However, unlike the Cluster 1 Caring Internationalists, the Cluster 2 members are more extrinsically and less altruistically (integrated regulated) motivated. They use the international experience as a career stepping stone to a more rewarding career after they repatriate–or to a better life, possibly through international migration. Although there are elements of intrinsic motivation present in the underlying motivation for accepting an IA, there is also an element of controlled regulated motivation among the members of this cluster. Because of their emphasis on both personal and professional gains from the IA as they pursue their future career, this cluster holds the descriptive name of *Self-Directed Careerists*.

Cluster 3–The Obedient Soldier

The smallest group of the four identified clusters is the category provisionally labeled the *Obedient Soldiers,* comprising approximately 10% (10.6%) of the sample. As a whole, NPO workers score low on Extrinsic Motivation but this subgroup is more extrinsically motivated (see Figure 5) or controlled regulated (i.e., amotivated, external regulated, and introjected regulated) within the SDT framework. In this cluster the amotivated, external regulated, and introjected regulated items' mean scores are higher than that of the other groups (coded as AMT1, AMT2, AMT5, ERG2, ERG3, IJR1, IJR3, and IJR4 in Table 50), suggesting that they are more extrinsically motivated (see Table 23). However, this extrinsic motivation is not based on what is typically associated with extrinsic rewards, but rather in having no choice in the decision for accepting the IA (coded as AMT1). Having no choice in the IA decision is either because a spouse is making the decision or the employing organization expects workers to accept the IA (coded as ERG2). This expectation by either spouse or organization is so strong that it creates feelings of guilt, shame, and unhappiness if the opportunity for an IA is turned down. Thus, individuals in this cluster go along with the IA decision to avoid guilt feelings, shame (coded as IJR1, IJR3, and IJR4), or an unhappy spouse (coded as ERG3). The result is that they feel that they have no control of the IA decision nor do they understand the purpose or reason of the IA (coded as AMT2 and AMT4), but rather are externally controlled into making the IA decision. Because they did not make the decision for–nor see the purpose of the IA–they lack self-efficacy in dealing with the challenges that international working and living presents (coded as AMT5).

For the Obedient Soldiers, Escapism and Family Life are relatively more important (see Figure 6) reasons for accepting IAs. This group, compared to the other clusters, rates the escapism from personal and societal troubles as more important. However, at the item level it is only the escape from a difficult relationship that is significant (coded as R11). Finding themselves in an environment not entirely of their choosing, like good soldiers they make the best of the situation by seeing a better lifestyle at their destination (coded as R42) and the opportunity to broaden the family's experience (coded as R43) as important aspects of the IA. Further, they trust in divine guidance

working through others (spouse or organization) and consider the IA to be a calling (coded as R45).

Individuals in the Obedient Soldiers cluster are less verbal about their IA, providing only 7.6% of the 250 comments instead of the 10.3% expected. Yet they make more frequent mention of their willingness to obey the call (coded as OBY) to service, and that they are more inclined to perform what they deem as their indispensable role (coded as IND) in very difficult circumstances (see Table 27).

From an organizational commitment view, Obedient Soldiers find it hard to leave the organization (coded as CC1) and if they did so, it would be with feelings of guilt (coded as NC3). The combination of perceiving difficulty in leaving the organization, and their feelings of guilt if they did so, controls Obedient Soldiers to engage in an IA without fully embracing the purpose of the assignment.

In summary, the above description of this cluster supports the label *Obedient Soldier* for this group. Although they report high means for the integrated type of motivation, what distinguishes them from the other groups is the relatively high controlled motivation scores in the amotivation, externally regulated, and introjected motivation types. This result leads to the conclusion that there is partial support for Proposition 1a which in part states that there are controlled motivated NPO workers.

Cluster 4–The Movement-Immersed Worker

The last cluster represents approximately 25% (23.6%) of the NPO expatriate workforce and has provisionally been labeled the *Immersed Worker*. This group is the least motivated of all the clusters by the International Cross-Cultural Experience and Extrinsic Motivation factors (Table 23 and Figure 5). By comparison to the other groups, members of this cluster value the internationally experience (coded as IDE1) less and find less enjoyment facing cross-cultural challenges (coded as ITM2). Further, they are less interested in learning about new places and people (coded as ITM5) and find living and working in other cultures less interesting (coded as ITM1). For them the international experience is less of an adventure (coded as ITM4), and they do not particularly desire being on an IA (coded as ITM3). From a career perspective, this group sees the IA less of a career builder (coded as IDE2 and IDE5). They also perceive that there is less of an

expectation from the organization for them to accept an IA (coded as ERG2), and they are more inclined to accept personal ownership for the IA decision (coded as AMT1 through AMT5). Further, they see less value in possible social rewards or recognition due to being expatriates. Combining the above results, it is clear that they feel less externally controlled (motivated) toward accepting an IA.

It is tempting to conclude that this cluster is apathetic toward their IA, yet the scores for the amotivation is very low for this cluster (mean of 1.2 on a 1 to 7-point-scale which is the lowest of all the clusters–see Table 23). An alternative explanation is that members of this cluster have accepted living and working within an international context as a way of life and that the international travel, cross-cultural experiences, etc. that are associated with being an expatriate have become the norm in their work and in their personal lives–a kind of global citizen.

In considering the reasons that are important for accepting an IA, members of this cluster report that Career Development, Economic rewards, the International Experience, and Family Life are of lesser importance (see Figure 6) when compared to individuals in other groups. Workers in this group indicated that career development, opportunities for advancement, and preparation for a higher position within the organization (coded as R6, R7, and R8) are less important. Even learning more about the organization is less important (coded as R16). Similarly, personal career and professional development including the development of managerial skills (coded as R37, R34, and R36) are less important. These findings suggest that these workers desire to focus on getting a particular job done and are less interested in advancing along the organizational hierarchy. They are content to focus on their pursuit and are less interested in the social status (coded as R30 and R41) or economic rewards (coded as R17 and R20) to be gained by advancing their career within the organization. Their attention is so focused on accomplishing the task that the attractiveness of the location itself (coded as R25 and R29) and the experience of living abroad (coded as R27, R28, R15, and R40) are less important to them. Further, they are so involved with their assignment that family life and well-being is of lesser importance (see Table 25).

From the comments to the open-ended question on the chief reasons for accepting an IA, the theme that predominates is the proactive alignment of the individual's life

goals with the purposes of the organization (see Table 27). Proactive alignment is closely associated with integrated regulated motivation in SDT as the workers merge their goals, meaning, and calling with the purposes and objectives of the organization until they are closely integrated (see Table 4). The importance of integrated regulated motivation as compared to other motivation types in the SDT framework can be observed by the large mean differential between the Altruistic Motivation factor (integrated regulated in SDT) and the International Cross-Cultural Experience (identified regulated and intrinsic motivation in SDT) for this cluster compared to that of the other clusters (see Table 23). Thus, it is evident that NPO workers in this cluster deeply immerse themselves in their employing organization.

Among the cultural values, only one value has a significantly different mean across the clusters. The Hedonistic factor mean of Cluster 4 is lower than that of the other three groups (see Table 29). This lower Hedonistic value helps to explain the relatively lower intrinsic motivation (SDT) scores (see International Cross-Cultural Experience in Table 23). Members of this cluster do not find the expatriate experience particularly pleasurable compared with the experience of the other groups, arguably because members of this cluster have accepted life and work in a global context as the norm. Although they find no particular pleasure in it, neither do they dislike it–it just is the way life is.

The results from the organizational commitment analysis show that the immersed workers feel as if they are more a part of the organizational family (coded as AC3), are emotionally attached (coded as AC4), and are more willing to spend the rest of their career within the organization (coded as AC1), yet they consider it less difficult to leave the organization (coded as CC1) and will feel less guilty if they leave the organization (coded as NC3). This finding suggests that although the NPO workers are affectively committed to the organization, they view their work as contributing to a cause that transcends the objectives of the organization and therefore are more integrated with the cause the organization represents than with the organization itself. Thus, members of this cluster are committed to a cause and they can be described as being immersed in a movement–a calling beyond their vocation.

The membership of this cluster is made up of proportionally more USA citizens than individuals from other countries, either more-developed or less-developed (see

Table 41). In addition, workers with 15 or more years of service with a particular NPO employer are more likely to profile into this cluster (see Table 46).

In summary, individuals in this group are hard-core international NPO workers who choose not to pursue advancement in their career, but rather perform their work at the grass-roots level while recognizing the contribution their work is making to the underlying cause their employing organization represents. It appears that they reason that they can pursue the organizational cause or mission equally well in their home country or on an IA. Long tenure with the organization has resulted in them fully integrating their personal life, goals, and purposes with that of the organization–to the point that they equate the life and work of an expatriate NPO worker with the way life is. They completely immerse themselves in their work, almost to the point that they cannot separate their personal lives from the organization's cause. For this reason, this cluster is referred to as the *Movement-Immersed Worker*.

Although distinctly different as a cluster, conceptually the Movement-Immersed Worker closely matches the profile of the international careerist. Both are mission minded and altruistic, and both are internationally oriented. The international careerist is more interested in developing a successful career, while the Movement-Immersed Worker focuses on forwarding the underlying cause of the organization. While both integrate the purposes of the organization with their personal aspirations, the international careerist is more intrinsically and identified regulated motivated, while the Movement-Immersed Worker is less so. Thus the Movement-Immersed Worker most closely matches the mission minded worker of Proposition 1a.

Summary of Findings With Respect to Propositions

Two sets of propositions were presented earlier in the study. This section summarizes the findings with respect to the propositions with Table 32 providing a summary in table form.

Proposition Set 1

The first proposition set consists of two subpropositions. The first proposes that in terms of SDT motivation theory, there would be three groups of NPO workers. Specifically it stated:

Proposition 1a: In terms of motivation, NPO workers cluster into three groups: mission-minded, intrinsic motivated, and controlled motivated.

The findings show that there are four clusters, described as: Caring Internationalist, Self-Directed Careerist, Obedient Soldier, and Movement-Immersed Worker. The Movement-Immersed Worker cluster most closely fits the mission-minded group, and the Obedient Soldier most closely fits the controlled motivated group. The Caring Internationalist is a mix of mission-minded and intrinsic motivated groups proposed, while the Self-Directed Careerist is a mix of the intrinsic motivated and controlled motivated groups proposed. Thus, Proposition 1a is only partially supported.

The second proposition predicts that the mission-minded group would be the largest. Specifically it stated:

Proposition 1b: The mission-minded group is the largest group of NPO workers.

The findings show that the largest cluster is the Caring Internationalist, consisting of 51.5% of the sample population. The Movement-Immersed Worker cluster, which most closely fits the mission-minded group, contains 23.6% of the sample population. Thus, Proposition 1b is not supported.

Proposition Set 2

The second set of propositions has three subpropositions, each describing the predicted groups (i.e., mission-minded, intrinsic motivated, and controlled motivated) in terms of cultural values, organizational commitment, and a range of demographic variables. Since the cluster findings do not exactly match the predicted groups, the proposition descriptions are matched with the cluster or clusters that most closely fit.

The first proposition, which describes the mission-minded group, states:

Proposition 2a: The mission-minded group is characterized by high collectivism and masculinity values, strong long-term orientation values, higher levels of affective and normative organizational commitment, longer NPO and organizational tenure, more professional training, and children in the family.

Since the Movement-Immersed Worker cluster most closely fit the predicted mission-minded group, the characteristics of the cluster are matched against that of the

predicted group. None of the predicted cultural values are significant in the Kruskal-Wallis analysis of variance in ranks tests. Nor are any of the three organizational commitment factors significant across the clusters, except that there are a few individual scale items in the Affective Commitment and Normative Commitment subscales that are significant using the chi-square significance tests. Results show that although there is no significance in NPO tenure, workers in the Movement-Immersed Worker cluster do have longer tenure within their current employer organizations. No significance is found with level of education or the presence of children in the family. Thus, there is partial support for Proposition 2a.

The second proposition, which predicts characteristics of the intrinsically motivated group, states:

> *Proposition 2b: The intrinsically motivated group is characterized by low collectivism values, low long-term orientation values, lower levels of organizational commitment, shorter tenure, originating from more-developed countries, being young, and having no children in the family.*

Clusters 1 and 2, the Caring Internationalist and the Self-Directed Careerist, are both high on Intrinsic Motivation, yet the other parts of their motivation profiles are different from each other. Because of each cluster's more complex motivation profile, the short response to the degree of support for Proposition 2b is that it is not supported. However, looking more closely at the specifics is important. Both clusters show no significance on the cultural values. As with the mission-minded group, there is no significance on the organizational commitment factors, but there are differences on individual items in each of the organizational commitment subscales. Some of these differences show lower organizational commitment, in particular for the Self-Directed Careerist cluster. The Self-Directed Careerist cluster is characterized by shorter organizational tenure, as predicted but this is not so for the Caring Internationalist cluster. However, on the other demographic variables regarding country of origin, age, and children in the family, there are no significant differences between these clusters. Thus there is little support for Proposition 2b.

The last proposition, which describes the controlled motivated group, states:

Propositionl 2c: The controlled motivated group is characterized by high power distance; high uncertainty avoidance; high affective commitment, normative commitment, and continuance commitment; and originating from more-developed countries.

The Obedient Soldier cluster most closely fits the controlled motivated group. Analysis of cultural values shows no significant differences between clusters. As with the other predicted groups, there is no significance among organizational commitment factors; however, in the case of the controlled motivated group, there are differences on individual subscale items, specifically on one item each in the Continuance Commitment and Normative Commitment subscales, where the scores are higher. Results show no significant difference on country of origin. Thus there is limited support for Proposition 2c.

Although partial support is reported for the study's propositions, a deeper look into the amount and quality of the support shows that the partial support is weak in most cases and almost not worth mentioning in others. At first this may be surprising, but on further reflection it points out how little is known about the NPO worker population. The propositions are built on existing corporate expatriate, international migration, and volunteerism literature because there is a gap on these issues in the NPO expatriate literature. The findings of this study provide part of an early foundation leading to a better understanding NPO workers' acceptance of IAs.

Table 32 – *Summary of Proposition Support*

Propositions	Table with Evidence	Supported vs. Not supported
Proposition 1:		
1a In terms of motivation, NPO workers cluster into three groups: mission-minded, intrinsic motivated, and controlled motivated.	Table 23	Partially supported
1b The mission-minded group is the largest group of NPO workers.	Table 23	Not supported
Proposition 2:		
2a The mission-minded group is characterized by	Cluster 4	
• high collectivism values	Table 29	Not supported
• high masculinity values	Table 29	Not supported
• strong long-term orientation values	Table 29	Not supported
• higher levels of affective commitment to the organization	Table 30	Partially supported
• higher levels of normative commitment to the organization	Table 30	Partially supported
• longer NPO tenure	Table 44	Not supported
• longer organizational tenure	Table 46	Supported
• more professional training	Table 38	Not supported
• children in the family	Table 42	Not supported
2b The intrinsically motivated group is characterized by	Cluster 1 & 2	
• low collectivism values	Table 29	Not supported
• low long-term orientation values	Table 29	Not supported
• lower levels of commitment to the organization	Table 30	Partially supported
• shorter tenure	Table 46	Supported
• originating from more-developed countries	Table 41	Not supported
• being young	Table 35	Not supported
• having no children in the family	Table 42	Not supported
2c The controlled motivated group is characterized by	Cluster 3	
• high power distance	Table 29	Not supported
• high uncertainty avoidance	Table 29	Not supported
• high affective commitment to the organization	Table 30	Not supported
• high normative commitment to the organization	Table 30	Partially supported
• high continuance commitment to the organization	Table 30	Partially supported
• originating from more-developed countries	Table 41	Not supported

CHAPTER V

SUMMARY AND CONCLUSIONS

This study aims to explore the motivations of NPO workers for accepting an IA. As part of the explorative journey into the complex, conflicting, and oft ill-understood realm of behavioral motivation, the hope is that a series of NPO worker profiles would emerge that would simplify the descriptions of various groups. This chapter concludes the study discussion by summarizing the findings of the journey thus far, drawing conclusions about the study, making some recommendations to practicing international human resource managers, and suggesting steps and directions to further the research journey.

Overview of Research Findings

The detailed results reported in chapter IV can be summarized into a number of noteworthy findings. First, the sample of approximately 143 NPO workers is broadly representative of the population of Christian-based religious and humanitarian organizations with global operations. This is evidenced by:

1. A broad representation exists on a number of demographic variables, including age (ranges from 21 to 72 years with a median of 51 years), gender (57% are male), marital status (86% are married), children in the family (48% have children in the home), and educational qualification (55% report graduate or postgraduate qualifications). Further, almost 40% of respondents originate from outside of the USA and 25% originate from less-developed countries. Their citizenships represent countries from Africa, Asia, Australia

and the Pacific region, Europe, South America, and North America. Their present and past work experience is traced to 93 countries.

2. There is a cross section of NPO occupations ranging from supporting roles (54% including accountants, administrators, and pilots) to frontline caring occupations (29% including teachers, evangelists, and pastors). In addition, there are also responses from spouses of NPO workers (17%).
3. A broad spectrum of organizations is represented, with workers from 48 Christian missionary and humanitarian organizations participating in the survey. Organizations included large, medium, and micro organizations. Some organizations have global reach, while others have a regional or country-specific focus.
4. The length of respondents' work experience is representative of a wide range (0 to 47 years) of NPO and organizational tenure (NPO median is 16 years; current organization median is 13 years).

A second finding is that the SDT-based scale (measuring motivation for accepting an IA) factored into three underlying motives, named: International Cross-Cultural Experience, Extrinsic Motivation, and Altruistic Motivation. The International Cross-Cultural Experience motive is composed of mostly intrinsic and identified regulated items, while the Extrinsic motive consists primarily of the amotivated, external regulated, and introjected regulated items. Lastly, the Altruistic motive contains the integrated regulated items. For the respondents as a whole, Altruistic Motivation is the most important factor (mean = 5.83 on a 1 to 7-point scale) followed by International Cross-Cultural Experience, with a medium level of importance (mean = 4.41). Extrinsic Motivation is least important factor (mean = 1.50) in the expatriation decision.

The third finding relates to the 45-item list of reasons for accepting IAs. These factored into seven underlying reasons: Career Development, Economic, International Experience, Escapism, Altruism, Outsider Support, and Family Life. The most important factored reason for accepting IAs from this scale is Altruism (mean = 4.6 on a 1 to 5-point scale). Of medium importance are the International Experience (mean = 3.23), Family Life (mean = 3.17), Outsider Support (mean = 2.79), and Career Development

(mean = 2.53) factored reasons. The reasons with the least importance in the decision for accepting IAs are the Economic (mean = 1.79) and the Escapism (mean = 1.57) reasons.

The fourth finding relates to another dimension in triangulating the understanding of motivation for accepting IAs. Sixteen themes emerge from analysis of the responses to the open-ended question relating to the reasons for the respondent's personal decision to live and work abroad. The themes are: pursuit of adventure, proactive alignment of personal and organizational purposes, aspiration to become an expatriate, generic call, being a career expatriate, Escapism, family welfare, financial and Economic benefits, the call to follow, the call to help or serve others in need or less fortunate, being indispensible, the call to obey, being an organizational person, return to society from an abundance or benefit received in the past, seeking personal fulfillment, and being supported by family. Based on the frequency of mention, the most important personal reason for accepting an IA is to respond to a call for help or service (62 mentions from 250 identified themes in 143 comments). Themes where the relative frequency of mention suggests intermediate importance are: proactive alignment of personal and organizational purposes (30), the call to follow (27), being indispensible (21), the call to obey (21), pursuit of adventure (20), and seeking personal fulfillment (18). Themes where the frequency of mention suggests less importance in making the IA decision are family well-being (14), support of family (10), generic call (9), being a career expatriate (8), Escapism (8), aspiration (4), pay back (4), and financial (2).

The cultural values, measured on an individual basis (Dorfman & Howell, 1988), suggest that expatriates in general avoid uncertainty (mean = 4.10 on a 1 to 5-point scale), and prefer to plan for the long term (mean = 3.9). In addition, expatriates generally view people through an egalitarian mindset with low power distance (mean =1.80) and from a femininity perspective (mean = 2.24). Further, the NPO workers in this sample scored mid-range in three values, including the value of hedonism (mean = 3.68), the value of upholding long-term traditions (mean = 3.63), and balancing individualism with collectivism values (mean = 3.35).

Sixth, as a group of international assignees, expatriates exhibit Affective Commitment to the sending organization (mean = 5.27 on a 7-point scale) but are less inclined to show Continuance Commitment to the sending organization (mean = 3.11).

The most interesting finding of this study is the three motivation factors that clustered into four distinct groups: Caring Internationalists (51.5% of the sample), Self-Directed Careerists (14.3%), Obedient Soldiers (10.6%), and Movement-Immersed Workers (23.6%). These clusters are described next by highlighting differences between the groups (alpha of .05) on the SDT-based motivation factors, the reasons for accepting an IA, cultural values, organizational commitment, and demographic variables, based on the significant deviations of the sample means discussed in the first six findings.

Caring Internationalists. As the largest group, with approximately 50% of individuals on NPO IAs, Caring Internationalists value the international experience while at the same time it is more important to them than for other groups to both make a difference in other people's lives and fulfill the purposes of their respective sending organizations. Of almost equal importance to them is the opportunity to enhance their careers while on an IA through better understanding of the organization's international activities and the development of their managerial and professional skills. Yet they seek the international experience for the adventure and excitement of a cross-cultural experience. Their commitment to the organization is based on an altruistic and caring commitment to the target beneficiaries of the sending organization. Thus, they have largely integrated the purposes of the organization with their own life and career goals, and the IA is an exciting cross-cultural avenue in which they can live out a meaningful life.

Self-directed Careerists. Self-Directed Careerists constitute approximately 15% of NPO workers in this sample. They are mostly interested in building a career through their IA. Thus the intrinsic (adventure, travel) and extrinsic (financial) rewards as well as the social recognition of the IA are more important to them than for the other groups while the altruistic motives related to making a difference in other people's lives or helping those in need are less important to them. Any alignment of their personal goals with that of the organization's objectives is accidental. Thus they feel less part of the organization and less interested than other groups in a lifetime career with the organization. The result is that their tenure with the organization is shorter. Self-directed careerists are more likely to originate from developing and non-USA developed countries. In effect, they use the international experience as a stepping-stone to a more rewarding career when they

repatriate to their home country or to a better life–possibly through international migration.

Obedient Soldiers. The smallest group, the Obedient Soldiers consist of approximately 10% of NPO workers. They engage in IA not because they are exercising their free choice, but because it is expected of them either by a spouse or the employing/sending organization. To them the IA is an action in response to obeying a call or command. In some cases the IA is accepted to escape a difficult situation in the home context. The controlled motivation (e.g., amotivated, external regulated, introjected regulated) of these NPO workers is not based on extrinsic rewards, but rather the avoidance of personal feelings of guilt or prevention of an unhappy spouse. The result is that Obedient Soldiers frequently do not understand the purpose of the IA and often lack self-efficacy in dealing with the challenges that working and living internationally presents. Like good soldiers, they cope by making the best of their circumstances and by seeking out and emphasizing positive elements in their situation (e.g., a better lifestyle at their destination; the opportunity to broaden the family's experience; trust in divine guidance working through others–spouse or the sending organization–as avenues for the calling). While seeking the positive in their situation, they also often consider their work contribution as particularly important to the point of being indispensible. These attitudes result in an organizational commitment of the nature where it is hard for them to leave the organization, and if they did so, they would experience feelings of guilt.

Movement-Immersed Workers - The Movement-Immersed Workers deeply commit their personal lives and work to the underlying cause of their employing/sending organization. The immersion is to the extent that they view their IA as nothing extraordinary, but rather as the norm for their work and personal lives as they work at grass-roots level positions. They have proactively aligned their personal goals with that of the organization to the point where it is difficult for them to distinguish between the meaningfulness of their personal lives and that of the organization's underlying purpose. Although they recognize that they exercised free choice in accepting the IA, they do not particularly value the international experience, do not see the IA as a career-building activity, nor find value in the social and other rewards associated with an IA. Instead they are extremely focused on accomplishing the task and mission before them, oft to the

point of not considering the impact and effects on their family. Further, their view is that their contribution to the underlying organizational purpose can be made equally well abroad, while on an IA, as by living and working in their home country. By being immersed in the organization's cause, they feel part of the organizational family, are emotionally attached to it, and are prepared to commit to lifetime employment with the sending organization. Yet finding meaningfulness for their lives through supporting the underlying organizational cause transcends the organization itself. Although they hold longer NPO-specific tenure, they have less difficulty leaving the organization and will feel less guilty if they did so, provided they can continue supporting and contributing to the movement. They rate hedonistic values lower than other groups because they are more concerned with principles. Furthermore, they are more likely to originate from the USA than the other groups.

The eighth finding relates to the propositions of this study. There is partial and weak support for the two sets of propositions developed and tested.

Proposition 1a - Instead of three NPO worker groups as proposed in 1a, four distinct groups are identified in this sample: Caring Internationalists, Self-Directed Careerists, Obedient Soldiers, and Movement-Immersed Workers.

Proposition 1b - The most mission-minded group, the Movement-Immersed Workers, is not the largest group as expected in Proposition 1b.

Proposition 2a - Of the nine characteristics expected of the Movement-Immersed Worker group, which best fits the mission-minded group proposed in 2a, there is support for only one characteristic (i.e., longer organizational tenure) and partial support for another two characteristics (i.e., higher levels of Affective Commitment and Normative Commitment to the organization).

Proposition 2b - For the proposed intrinsically motivated group, the best fitting cluster is the Self-Directed Careerists. Of the seven proposed characteristics in 2b, there is support for one characteristic (i.e., shorter organizational tenure) and partial support for another (i.e., lower levels of organizational commitment).

Proposition 2c - There are six proposed characteristics to describe the controlled motivated group. The Obedient Soldier cluster best fits this motivation profile

theoretically, but only two of the characteristics are partially supported (i.e., high Normative Commitment and Continuance Commitment to the organization).

Table 33 - *Summary of Influential Reasons and Motivations for MNC Expatriation, International Migration, Public Service, Volunteerism, and NPO Expatriation*

Motivation (in alphabetical order, not by degree of influence)	MNC expatriation	International migration	Public service	Volunteerism & pro-social activities	Long-term international volunteerism	NPO expatriation
Adventure	√	√			√	√
Altruism (compassion)			√	√	√	√
Better quality of life		√				o
Civic duty			√	√		o
Economic/financial benefits	√	√				o
Encouragement of others	√					o
Escapism	√	√				o
Family	√	√				√
Location attractiveness	√					
Meaningful vocation	√			√	√	√
New experiences	√	√		√	√	√
Organizational career development	√			√		√
Policy making			√	√		
Protean career development	√			√	√	√
Protective (guilt reduction)				√		o
Romance of expatriation	√					
Self-fulfillment					√	o
Self-sacrifice			√			o
Social				√		
Status of position	√					
Work experience		√				

√ = Identified as an influential reason for behavior choice.
o = Referred to as a reason, but not seen as particularly influential.

The final finding is that the motives influencing NPO workers to accept an IA overlaps with reasons from each of the topics discussed in the literature review. These are

MNC expatriation, international migration, public service, and volunteerism. None of these topic areas explains the range of NPO-worker motivators, nor does a comprehensive combination of all the topic areas fit with the unique set of NPO expatriation motivation factors (see Table 33). While this study builds on the current literature, it extends knowledge in regard to the motivation for NPO workers. Thus, this study contributes by using an SDT framework to integrate the motivation factors and important reasons for the decision of NPO workers to work and live for the long-term outside of their home countries. Further, it contrasts the motivations of various expatriate-related populations with that of NPO workers while simultaneously showing some of the uniqueness of NPO expatriation context. Table 33 is a summary of the influential reasons and motivations for MNC expatriation, international migration, working in public service, long-term volunteerism service abroad, and NPO worker expatriation.

These summarized findings set the stage for the conclusions relating to the motivation of NPO workers for accepting IAs, which are discussed next.

Conclusions

The above findings lead to the six conclusions stemming from the congruency of the triangulated findings, the applicability of the SDT framework, and the study's findings in relation to the topics of international migration and volunteerism explored in the literature review.

First, there is a remarkable degree of congruency in the findings of the triangulated approaches of this study showing that Altruism is the most important motivation factor among NPO workers in their decision to accept an IA. This stands in sharp contrast to the findings of researchers in the area of MNC expatriation, where both extrinsic and intrinsic reasons are most prominent (Dickmann et al., 2008; Dunbar, 1992; Fish & Wood, 1997; Wennersten, 2008). Yet two other motives paralleling the altruistic motive in NPO workers are also observed in MNC expatriation and long-term international volunteer assignments (Hudson & Inkson, 2006). The first motive is the importance of developing a career, which is seen in the Self-Directed Careerist group and to a lesser degree in the Caring Internationalist group. The emphasis on career developing among some NPO workers aligns with the trend in MNC expatriates seeking career self-

management, or the boundary-less career (Quigley & Tymon, 2006; Tung, 1998). The second motive is the importance of the intrinsically motivated international experience, which is more prominent in the Self-Directed Careerist group and of secondary importance in the Caring Internationalist group.

Second, NPO workers who are on international assignment for decades (up to 47 years) are de facto participating in international migration with potentially the added benefit of a consular safety net offered by the home government when situations become difficult in the host country. Recognizing the high uncertainty avoidance measures across NPO workers, it can be argued that this unofficial international migration is a means of hedging their commitment to the host country while in effect experiencing the best of both worlds–special protection status as a citizen in a foreign country, and enjoying the international experience of living abroad. This conclusion concurs with Hugo's (2004) finding that there is a shift in international migration trends among migrants originating from more-developed countries in that they now take up permanent residency in the host countries rather than temporary residency.

Taking together the above conclusions, these contrasts and comparisons among the motivation of NPO workers for accepting IA versus MNC expatriation, international migration, and international volunteerism suggest that, in general, NPO workers are motivated quite differently than MNC expatriates but are similarly motivated to long-term international volunteers by displaying high levels of altruistic (i.e., integrated regulated) motivation. Further, the Self-Directed Careerist subgroup of NPO workers is most similar in motivation to the MNC expatriates as they seek to use the IA as a stepping stone toward a better position or more attractive career.

A fourth conclusion relates to cultural values and SDT. Deci and Ryan (2008a) suggest that the SDT motivation types and approach can be universally applied across cultures and contexts. They further state that "despite surface differences in cultural values, underlying optimal motivation and well-being in all cultures are very basic and common psychological needs" (Deci & Ryan, 2008a, p. 18). The lack of support for differences among cultural values across the cluster groups in this study provides further support for Deci and Ryan's claim of the universality of the SDT motivation types.

Fifth, at first glance the reader may question the lack of support for the two sets of propositions presented to frame the research questions of this study. However, it is necessary to recall that very little is published about NPO worker expatriation, which for this study is at the intersection of the three topic areas of work motivation, international migration, and volunteerism (see Figure 1). There are many pitfalls accompanying the breaking of new ground in understudied topics. To avoid some of them, propositions rather than hypotheses are used in the design of this study. The general lack of support in the results and findings for these propositions highlights how little is known and understood in the literature of this increasingly more important group of players in the international economic arena (Teegen et al., 2004). As with any exploration of an under-researched field of study, more questions than answers are raised in the earlier stages. Largely this is true for this study, and many avenues for further research are opened, some of which are discussed later.

Lastly, discussed extensively in this study is the issue that motivation for specific behaviors, particularly for such a major decision as accepting an international appointment, is both complex and potentially subject to conflicting influences. Therefore the propositions are simplified for research purposes, with a single prominent motivation type for each predicted group. The findings of this study support the view that motivations are complex and conflicting. For example, the largest identified cluster group, the Caring Internationalists, is altruistically motivated, with a caring focus on the needs of others, while at the same time seeking an expatriate position for the sake of the international experience and the intrinsic rewards accompanied by it. The question is raised, “How is it possible for someone to be other-people focused yet have significant levels of self-interest woven into their decision fabric?” Grant (2007) wrestled with this issue and suggested that the integrated regulated type of SDT motivation is a means to reconcile the apparent conflict:

> The relationship between the motivation to make a prosocial difference and intrinsic motivation is not yet clear. On the one hand, the two states may be complementary, given that competence, self-determination, and social worth are important enablers of intrinsic motivation. On the other hand, the motivation to make a prosocial difference may undermine intrinsic motivation by over justifying work so that it is no longer interesting for its own sake. These two perspectives may be reconciled by classifying the

> motivation to make a prosocial difference not as pure intrinsic motivation but, rather, as a state of integrated regulation in which employees are working toward value congruent, personally meaningful outcomes (Grant, 2007, p. 408).

Later studies by Grant supported the notion that altruism can exhibit both intrinsic and extrinsic qualities as workers "can and often do hold both selfish and selfless motives" (Grant & Mayer, 2009, p. 24). However, if this were true, then how does one explain the motivation profile of the Movement-Immersed Workers, with extremely low intrinsic and externally controlled motivation measures, while displaying relatively high levels of integrated controlled motivation (i.e., altruism)? Is it possible that there are other dimensions of motivation that should be incorporated into the SDT model? These multifaceted and contradictory elements of behavioral motivation remain part of the mystery of being human and will continue to challenge researchers in the search for deeper understanding.

Recommendations for Nonprofit Organization Managers

A field study on the motivation for accepting an IA is more than an academic exercise. It must also have practical benefits and meaning to managers and organizational leaders who deal with issues that relate to IAs and individuals who are motivated to accept IAs. Understanding the motivation of NPO workers for accepting IAs assists international human resource managers in the effective recruitment, selection, training and development, career management, and support and encouragement of NPO expatriates toward a reduction in the incidence of expatriation failure. In addition, awareness of expatriation intentions assists international human resource managers to more appropriately design, structure, and implement the organization's compensation and reward policies (Fish & Wood, 1997).

As an outflow of the findings of this study, a number of specific recommendations can be made to NPO international human resource managers. However, before doing so there are three contextual points to mention. First, caution should be exercised not to pigeonhole individuals into the four identified categories of this study. The categories and their descriptions are helpful generalizations to understand the complex nature of

motivation for NPO worker expatriation, but most individuals, while able to identify more closely to one or another of the categories, will have a unique array of motivations that influence and drive them toward decision making and action. These category descriptions, then, are a starting point in exploring a particular individual's approach to IAs. Through interviewing the individual, a more accurate understanding of their reasons for accepting an IA can be obtained. The findings of this study provide suggestions on specific topics and issues to be explored in such an interview.

A second caution is to recognize that the findings of this study are early steps in understanding NPO expatriation. More analysis and research in the future can potentially provide specific approaches and measurement tools to assess NPO worker motivation. Specifically, a shorter questionnaire using refined scales could be developed to measure the type of motivation. Alternately, an interview outline containing appropriately crafted questions can be offered to international human resource managers for screening and interviewing expatriate applicants.

A last cautionary note is that although it is very important that appropriately motivated NPO workers are recruited for IAs because the success of the project, operation, or organization depends on it, it is important to recognize that individual motivation is but one element of a much larger interconnected expatriate management system. Besides appropriately motivated NPO workers, there are elements of the work itself, its cultural context, the pre-departure preparation of the worker and accompanying family, the organizational support during and after the assignment, the reputation of the organizational support, the remuneration and benefits policies, mentoring program for recent appointed expatriates, etc., that play a role in the success of an IA. All of these interconnected elements must align to support the individual's motivation toward the achievement of individual performance and organizational success.

Within the context of the above cautionary points, two specific recommendations are made to international human resource managers. First, assign people to specific IAs based on matching the fit between the individual's motivation and the job/task-specific factors. International assignment positions should be carefully assessed to determine the best fit between the characteristics of the work required and the type of motivation needed to be successful in the position. For example, reaching primitive tribes in the

roadless mountain jungles of Papua, Indonesia, may not be a good fit for the Self-Directed Careerist, but the Obedient Soldier could thrive in such a context.

Second, besides the implications for recruitment efforts illustrated above, the support offered by NPO administration and leadership should be tailored to meet the individual's motivation profile and task-specific factors. For example, Movement-Immersed Workers who form the mission-focused core of the NPO, because of their long tenure and dedication to furthering the underlying cause of the organization, can be encouraged by leadership that reminds them of the meaningfulness of their role and contribution to the NPO's mission. In contrast, leadership can encourage the Caring Internationalists by emphasizing both the importance of the worker's attitude of caring and the wonderful international experience in which they are living. The findings of this study clearly point out that a one-style-fits-all approach to support and encourage the expatriated NPO worker is less than optimally effective.

Recommendations for Further Research

Although an effort was made to contribute significantly to the underresearched area of NPO expatriation, there remains much more to do. By pulling together and combining prior research on work motivation, international migration, and volunteerism (see Figure 1), a fresh approach to the study of NPO expatriation is opened with the result that countless new questions surface. Some of the recommendations for further study relate to improvements to the approach of this study and refinements to the instrument used in this study, while other suggestions relate to deeper exploration of the topic.

There are a number of specific suggestions relating to refinements and improvements of this study. First, the SDT scale items used in this study to represent the six types of motivation on the SDT continuum did not load cleanly onto the respective theoretical types of motivation as predicted by the theory. The scale items' wording needs refinement and retesting to better represent the predicted motivation categories of the self-determination theory as it applies to NPO workers' motivation for accepting IA. Once this is achieved with a larger sample, confirmatory factor analysis can be conducted to provide stronger support for the initial findings of this study.

Second, the sample composition in this study essentially consisted of Christian faith-based religious and humanitarian organizations. To extend the conclusions of this study across the NPO sector, the sample of study respondents must be broadened to include a greater variety of NPO workers such as those employed by other faith-based organizations (e.g., Buddhist, Islam, etc.), non-faith based humanitarian organizations (e.g., Save the Children, Oxfam, Médecins Sans Frontières), non-humanitarian NGOs (e.g., Center for Peace and Democracy, International Institute For Gender and Community Development), and international organizations (e.g., IMF, WHO, World Bank).

Third, in this study the responses of both spouses were solicited but were not studied independently. The reason for this is that in most cases the spouses are also employed by an NPO, often by the same NPO. A comparative study of the motivation for expatriation between the partners of married couples–where one spouse is an NPO worker and the other is not, as well as where both are NPO workers–could provide further understanding on the motivation for accepting IAs.

Fourth, there are several other dimensions in which to broaden the research on this topic. One way is to be more inclusive of non-English speaking NPO workers. Another way is to include international NPOs originating from world regions other than North America. Lastly, the study identified that there is a contingent of NPO workers who spend many years in this role, either on a single IA or on multiple IAs. Further research using a longitudinal methodology could examine motivation over time, bringing into consideration changes that could occur over a lifetime of work for an NPO worker. A study of this nature would link to the literature on career stages and potentially on meaningfulness, discussed in new paths next.

Recommendations for new paths of exploratory research relating to the topic of NPO worker acceptance of an IA are twofold. First, although there is some understanding of the motivation types and reasons for accepting IAs, this has not been linked to outcomes and performance. Literature recognizes that pre-departure training, on-site orientation, host cultural adjustment, and family support are factors predicting expatriate success (Black & Mendenhall, 1990; Bolino, 2007; Downes, Thomas, & Singley, 2002; Forster, 2000; Kealey & Protheroe, 1996; Mendenhall et al., 1987; Suutari & Burch,

2001). However, it would seem apparent that the motivation for an IA would also impact performance and satisfaction. Questions arise such as what type of motivation and reasons result in higher assignment performance and/or satisfaction after considering task-specific contextual factors.

Second, a theme that runs through this study on motivation and which is emerging as a research area in management is the search for meaningfulness (Chalofsky & Krishna, 2009). This raises questions about the relationship between motivation and meaningfulness. This is particularly relevant to the NPO sector, where the focus is largely altruistic in nature and where the focus is also associated with meaningfulness. Research that defines the dimensions of meaningfulness and links them to motivation types will significantly enhance the understanding of NPO expatriation. Given that over a lifetime individuals might be likely to view meaningfulness in different ways as they grow, mature, and age, the relationship between motivation and meaningfulness is similarly likely to vary. A study of this relationship will also contribute to a deeper understanding of life paths for this sector and for a wider audience.

An important initial step toward understanding NPO workers' decisions for accepting an IA is presented in this paper. The hope is that opportunity and future effort by researchers will continue to further the journey toward deeper insight and understanding of the complex and oft-conflicting nature of behavior motivation in this arena.

APPENDIXES

Appendix A – Letter of Cooperation From Christian Hospitality Network

Christian hospitality network

A Cup of Cold Water in His Name

P.O. Box 12303 • Knoxville, TN 37912
865-376-7546 • Fax 865-376-0562
http://www.ChristianLodging.org

Braam Oberholster

Southern Adventist University

Collegedale, TN, 37315

Dear Braam,

After listening to your description of the planned study on the motivation for going as missionaries, I believe it is an important one for the mission of sharing the gospel. We would be glad to assist you in the following ways as you have requested:

1. Contacting by e-mail the approximate 1000 attendees to our Missionary Getaway program over the period 2004 to 2009 (or 2010 if you already have their e-mail addresses) to invite them and encourage them to participate in the online survey. We recognize that beside the initial invitation that several reminder messages to the attendees may be necessary.
2. To keep the contact information of our attendees confidential as well as their responses to the survey, CHN will handle all correspondence relating to the collection of responses, while you, as researcher will handle the response data and research.
3. We will direct any requests for copies of the study results to you as researcher.

We wish you success in your planned study. It will be a pleasure helping you with your current research.

Paul Cowell

Paul Cowell

Chairman

Christian Hospitality Network

Appendix B – Form Sent to Panel of Experts

Self-Determination Theory Scale Development

Judgment by Panel of Subject Experts

A. Introduction

You are being approached to be a member of a panel of experts to provide input to the scale development for assessing the motivation of individuals to accept international assignments. This scale is part of a questionnaire that will gather primary data for a doctoral dissertation. The purpose of the research is to explore what motivates nonprofit sector workers to accept international assignments. Other measures included in the questionnaire deal with organizational commitment, cultural values, and factors influencing expatriation decisions, all of which use widely accepted scales. However, the measure for the degree of autonomous motivation for accepting international assignments is a newly developed scale.

Different reasons may explain why individuals working for faith-based nonprofit organizations (NPOs) accept international assignments. The statements in section C represent some reasons. You are requested to do two things.

1. Using the Self-determination Theory (SDT) framework explained in section B indicate in your opinion which motivation type fits each scale item statement in section C. Preamble each scale item with the phrase “I decided to accept an international assignment because …”
2. After completing step 1 above, evaluate each statement for clarity and make suggestions to edit wording to increase statement clarity using section D. The key to the intended motivation type for each statement is given in section E at the end of this document. Please do not refer to the key until you have completed request #1.

The hope is that as a result of your responses and suggestions, a SDT measurement scale for accepting international assignments can be distilled consisting of four or five items per submeasure.

Thank you for your time, thought, and assistance.

A. (Braam) Oberholster

20 January 2010

B. Framework and Context

SDT suggests there is a continuum of autonomous motivation, ranging from amotivation on the one extreme, and moving through controlled motivation to autonomous motivation, then ending with intrinsic motivation on the other extreme. Here is a brief description of each of the six types of motivation within the SDT framework.

Motivation Type	Brief Description	Symbol
Amotivated	Amotivation is a lack of intension to act with the locus of causality being impersonal. People do not act at all or act without intent and just go through the motions. They do not value the activity, do not feel competent, experience a lack of control, or do not expect it to produce the desired outcome. Amotivated individuals drift with little purpose or goal, little interest in making behavior choices, and not knowing why they are doing the behavior they engage in.	AMT
Extrinsic Regulated	It holds an external locus of causality where behavior is controlled contingent on external rewards and/or punishments. Compliance to external pressure is based on the desire to obtain external rewards or to avoid external punishment.	ERG
Introjected Regulated	The locus of causality is somewhat external, with a small degree of internalization of behavioral regulation and value. The individual takes in an external demand or regulation but does not accept it as his or her own. This is partial internalization where people are taking control without feeling a sense of ownership and allowing it to pressure and control them. They feel controlled by the regulation or entity prescribing the regulation. Internal rewards and punishments (e.g., guilt), self-control, and ego-involvement characterize the regulatory process.	IJR
Identified Regulated	The locus of causality is somewhat internal, and the regulatory processes include conscious valuing, personal importance, and importance of goals, values, and regulations. People accept the importance of the behavior for themselves and thus accept it as their own even though they do not find the task inherently interesting. They identify with the value of the activity, accept responsibility for the regulated behavior, and have a greater sense of autonomy. They do not feel pressured or controlled by the regulation, but consciously value it and consider the behavior personally important.	IDE
Integrated Regulated	The locus of causality is internal, and the motivation is autonomous; it is the fullest type of internalization. Behavior is thus the outcome of finding congruency and coherence between organizational and personal regulations, goals, and values. People integrate the organizational/external regulation with other aspects of their true self, thus these become integrated into a sense of who they are–a synthesis with self and a congruence of values. It is the means through which extrinsically motivated behaviors become truly autonomous and self-determined and often other-people focused.	INT
Intrinsic Motivated	Here an internal locus of causality is held. The regulatory process is egocentric, with engagement in the behavior motivated by personal interest, enjoyment, or inherent satisfaction.	ITM

SDT Framework Continuum of Autonomous Motivation Illustrated:

Amotivated	Extrinsic Regulated	Introjected Regulated	Identified Regulated	Integrated Regulated	Intrinsic Motivated
AMT	ERG	IJR	IDE	INT	ITM
Less			Autonomous Motivation		More

Context: The target population is workers and their spouses on international assignment with a Christian-based humanitarian nonprofit organization referred to as Organization X.

C. Identification of Motivation Type

For each statement indicate which motivation type you think it fits using the Self-Determination Theory (SDT) framework: (use bold, or underscore, or change text color)

I decided to accept an international assignment because …

1	Because I want to feel good as a Christian	AMT	ERG	IJR	IDE	INT	ITM
2	Because I like being on an international assignment	AMT	ERG	IJR	IDE	INT	ITM
3	For the adventure of living abroad	AMT	ERG	IJR	IDE	INT	ITM
4	For the enjoyment of being involved with developmental or humanitarian aid activities	AMT	ERG	IJR	IDE	INT	ITM
5	Because my spouse will be unhappy if we did not go on the international assignment	AMT	ERG	IJR	IDE	INT	ITM
6	Because I get more respect/acceptance when I live and work internationally	AMT	ERG	IJR	IDE	INT	ITM
7	Because I have a personal desire to contribute to fulfilling the mission of Organization X	AMT	ERG	IJR	IDE	INT	ITM
8	Because it seemed a good idea at the time, but now I don't see the reason anymore	AMT	ERG	IJR	IDE	INT	ITM
9	Because I place importance on being world wise	AMT	ERG	IJR	IDE	INT	ITM
10	Because I appreciate the opportunity to help others	AMT	ERG	IJR	IDE	INT	ITM
11	Because the financial and other benefits are attractive	AMT	ERG	IJR	IDE	INT	ITM
12	Because the organization expects its workers to accept international assignments	AMT	ERG	IJR	IDE	INT	ITM
13	Because I get pleasure from facing cross-cultural challenges	AMT	ERG	IJR	IDE	INT	ITM
14	For the interest I experience when learning about new people and places	AMT	ERG	IJR	IDE	INT	ITM
15	I am just accompanying my spouse/family	AMT	ERG	IJR	IDE	INT	ITM
16	Because the opportunities for international travel are attractive	AMT	ERG	IJR	IDE	INT	ITM

17	Because my purpose in life is to make a difference in other people's life	AMT	ERG	IJR	IDE	INT	ITM
18	Because attending to the needs of others adds to my life	AMT	ERG	IJR	IDE	INT	ITM
19	Because I don't want to feel disliked by my/our friends or work colleagues for not accepting an international assignment	AMT	ERG	IJR	IDE	INT	ITM
20	To feel joy when I am of service to others	AMT	ERG	IJR	IDE	INT	ITM
21	But I don't know why–someone else made the decision for me	AMT	ERG	IJR	IDE	INT	ITM
22	I don’t know, I don’t think that I have what it takes to successfully live internationally	AMT	ERG	IJR	IDE	INT	ITM
23	Because I value international experience as relevant to building a career	AMT	ERG	IJR	IDE	INT	ITM
24	It just happened to work out–I still don't see the purpose of going	AMT	ERG	IJR	IDE	INT	ITM
25	Because I find the experience of how to live in and work with different cultures valuable	AMT	ERG	IJR	IDE	INT	ITM
26	Because it is important as a Christian to reach out to people around the world	AMT	ERG	IJR	IDE	INT	ITM
27	Because I find that my personal life goals are similar to that of the organization	AMT	ERG	IJR	IDE	INT	ITM
28	But I don't know the reason, it’s not a priority for me	AMT	ERG	IJR	IDE	INT	ITM
29	To avoid feeling guilty for not accepting an international assignment	AMT	ERG	IJR	IDE	INT	ITM
30	Because the organization assigned me/us to the international assignment	AMT	ERG	IJR	IDE	INT	ITM
31	Because I may end up regretting not going if I/we turned it down	AMT	ERG	IJR	IDE	INT	ITM
32	Because I want to feel the respect of family and friends as an international assignee	AMT	ERG	IJR	IDE	INT	ITM
33	Because living and working in other cultures is interesting for me	AMT	ERG	IJR	IDE	INT	ITM
34	Because living abroad will be good for my family (spouse and children)	AMT	ERG	IJR	IDE	INT	ITM
35	The skills I learn while on an international assignment will be useful for me in the future	AMT	ERG	IJR	IDE	INT	ITM
36	Because international service is an important part of being a worker with Organization X	AMT	ERG	IJR	IDE	INT	ITM
37	Because caring for those in need is part of who I am	AMT	ERG	IJR	IDE	INT	ITM
38	I don't know why and it's not very important to me	AMT	ERG	IJR	IDE	INT	ITM

39	Because I will feel ashamed if I/we don't go on an international assignment when offered the opportunity	AMT	ERG	IJR	IDE	INT	ITM
40	To fulfill my personal goal to improve the lives of people living in other countries	AMT	ERG	IJR	IDE	INT	ITM
41	So that people will admire me for living internationally	AMT	ERG	IJR	IDE	INT	ITM
42	To avoid feeling bad since my spouse wanted to go	AMT	ERG	IJR	IDE	INT	ITM

D. Evaluations and Comments to Clarify Wording

Statement #	Comment or Suggestion

Thank you for your participation, thoughts, and suggestions.

E. Key:

1	IJR	10	INT	19	IJR	28	AMT	37	INT
2	ITM	11	ERG	20	ITM	29	IJR	38	AMT
3	ITM	12	ERG	21	AMT	30	ERG	39	IJR
4	ITM	13	ITM	22	AMT	31	IJR	40	INT
5	ERG	14	ITM	23	IDE	32	IJR	41	ERG
6	ERG	15	AMT	24	AMT	33	ITM	42	IJR
7	INT	16	ERG	25	IDE	34	IDE		
8	AMT	17	INT	26	IDE	35	IDE		
9	IDE	18	INT	27	INT	36	IDE		

Appendix C – Questionnaire

Preamble to Questionnaire

You are invited to participate in a research study that attempts to gain an understanding of the motivation and related factors for individuals to accept international assignments. You are being asked to participate because we believe that you are currently on an international assignment. Approximately one thousand expatriates and their spouses are invited to participate.

Our request is that both you and your spouse independently complete the survey, as we recognize the motivations and experience of both the worker and the spouse can be quite different.

Recognizing that behavior motivation is complex, often conflicting, and that sometimes we do not understand our own motivation, kindly respond honestly to the following questions. Please note that there are no right or wrong answers and no trick questions. We simply want to know how you personally feel about accepting international assignments and, more specifically, your current international assignment.

There are eight subsections of questions relating to you and your current international assignment. On average, the time taken to complete the questionnaire is 30 to 40 minutes.

Although we do not ask your name or collect your IP or email address, there are questions that may provide information from which your identity could be reconstructed. To ensure the information you provide is secure, this survey site uses encryption software, and data will be secured for the exclusive use of the principle investigator and the research committee. Further, all information obtained in this study is strictly confidential (unless disclosure is required by law) and will only be used for our research purposes. Thus, the risks to you are minimal, meaning they are not thought to be greater than other risks you experience everyday. To further ensure confidentiality, we recommend that you answer the questions in a private and secure location.

There are no benefits to you for participating, nor are there costs to you or payments made for participating in this study.

Please keep in mind that your participation in this study is completely voluntary. You have the right to leave this study at any time or refuse to participate. If you do decide to leave or you decide not to participate, you will not experience any penalty or loss of benefits to which you are otherwise entitled. Although we encourage you to respond to each question, the survey allows you to skip any question/s that you choose to not answer. If you choose to withdraw, any information collected about you before the date you leave the study will be kept in the research records.

You may contact the principle investigator or co-investigator with questions and comments at follows:

Principle Investigator:
A. Oberholster
4206 Stratton Lane
Ooltewah, TN, 37363, USA
oberhols@nova.edu

Co-Investigator:
B. Dastoor
3301 College Avenue
Fort Lauderdale, FL, 33314, USA
dastoor@nova.edu

For questions/concerns about your research rights, contact:
Human Research Oversight Board (Institutional Review Board or IRB)
Nova Southeastern University
(954) 262-5369/Toll Free: 866-499-0790
IRB@nsu.nova.edu

By proceeding with the question/s below, you indicate that:

- this study has been explained to you.
- you have read this introductory document.
- your questions about this research study have been answered.
- you have been told that you may ask the researchers any study-related questions in the future.
- you have been told that you may ask Institutional Review Board (IRB) personnel questions about your study rights.
- you voluntarily agree to participate in the study entitled *The Motivation for Accepting International Assignments*.

Motivation for Accepting International Assignments

This study attempts to gain an understanding of the motivation and related factors for individuals to accept international assignments. Recognizing that behavior motivation is complex, often conflicting, and that sometimes we do not understand our own motivation, kindly respond honestly to the following questions. Please note that there are no right or wrong answers and no trick questions. We simply want to know how you personally feel about accepting international assignments and, more specifically, your current international assignment. Your responses will be held in confidence and will be used only for our research purposes.

There are eight subsections of questions relating to you and your current international assignment. On average, the time taken to complete the questionnaire is 30 to 40 minutes.

Thank you for completing this anonymous survey aimed at exploring the motivation for accepting international assignments. Please keep in mind that your participation in this study is completely voluntary.

A. Importance of International Appointments

a. How important do you consider your international appointment to be for accomplishing the purpose of the organization that you represent? Select one:

Unimportant				Extremely Important
1	2	3	4	5

B. Behavior Values

Every person approaches work and life situations with a unique set of values. Using the following rating scale (1 = disagree; 5 = agree), please indicate to what extent you agree with the following statements.

Disagree				Agree
1	2	3	4	5

1	Mangers expect employees to closely follow instructions and procedures.	1	2	3	4	5
2	Persistence is important to me.	1	2	3	4	5
3	Rules and regulations are important because they inform employees what the organization expects of them.	1	2	3	4	5
4	Respect for tradition is important to me.	1	2	3	4	5
5	It is frequently necessary for a manager to use authority and power when dealing with subordinates.	1	2	3	4	5
6	It is more important for men to have a professional career than it is for women to have a professional career.	1	2	3	4	5
7	I value a strong link to my past.	1	2	3	4	5
8	Solving organizational problems usually requires an active, forcible approach, which is typical of men.	1	2	3	4	5
9	Life should be fun.	1	2	3	4	5
10	Managers should seldom ask for the opinions of employees.	1	2	3	4	5
11	Traditional values are important to me.	1	2	3	4	5

12	Too much emphasis on pleasure has weakened our society.	1	2	3	4	5
13	Managers should *not* delegate important tasks to employees.	1	2	3	4	5
14	Men usually solve problems with logical analysis; women usually solve problems with intuition.	1	2	3	4	5
15	I work hard for success in the future.	1	2	3	4	5
16	Being accepted by members of your work group is very important.	1	2	3	4	5
17	It is important to have job requirements and instructions spelled out in detail so that employees always know what they are expected to do.	1	2	3	4	5
18	Instructions for operations are important for employees on the job.	1	2	3	4	5
19	It is important to me to enjoy life.	1	2	3	4	5
20	One of the most important goals of my life is for me to be happy.	1	2	3	4	5
21	Group welfare is more important than individual rewards.	1	2	3	4	5
22	Employees should only pursue their goals after considering the welfare of the group.	1	2	3	4	5
23	Managers should avoid off-the-job social contacts with employees.	1	2	3	4	5
24	I plan for the long term.	1	2	3	4	5
25	Work must be emphasized over pleasure.	1	2	3	4	5
26	Employees should *not* disagree with management decisions.	1	2	3	4	5
27	It is preferable to have a man in a high-level position rather than a woman.	1	2	3	4	5
28	I don't mind giving up today's fun for success in the future.	1	2	3	4	5
29	Managers should encourage group loyalty even if individual goals suffer.	1	2	3	4	5
30	Standard operating procedures are helpful to employees on the job.	1	2	3	4	5
31	Family heritage is important to me.	1	2	3	4	5
32	Group success is more important than individual success.	1	2	3	4	5
33	Managers should make most decisions without consulting subordinates.	1	2	3	4	5
34	Individuals may be expected to give up their goals in order to benefit group success.	1	2	3	4	5
35	Meetings are usually run more effectively when they are chaired by a man.	1	2	3	4	5

C. Motivation for an International Assignment

Different reasons may explain why people accept international assignments. The following statements represent some reasons. Using the rating scale below, please indicate for each statement to what degree it corresponds with your reasons for accepting your current international assignment. Preamble each item with "I decided to accept an international assignment …"

Does not correspond at all						Corresponds completely
1	2	3	4	5	6	7

I decided to accept an international assignment …

1	Because I find the experience of how to live in and work with different cultures valuable	1	2	3	4	5	6	7
2	Because I get pleasure from facing cross-cultural challenges	1	2	3	4	5	6	7
3	Because I appreciate the opportunity to meet valued life goals while helping others	1	2	3	4	5	6	7
4	But I don't know the reason, it's not a priority for me	1	2	3	4	5	6	7
5	Because I may end up regretting not going if I/we turned it down	1	2	3	4	5	6	7
6	Because I will feel ashamed if I/we don't go on an international assignment when offered the opportunity	1	2	3	4	5	6	7

7	Because my purpose in life is to make a difference in the lives of other people	1	2	3	4	5	6	7
8	Because the financial and other benefits are attractive	1	2	3	4	5	6	7
9	But I don't know why - someone else made the decision for me	1	2	3	4	5	6	7
10	Because I find that my personal life goals are similar to that of the organization I represent	1	2	3	4	5	6	7
11	I don’t know, I don’t think that I have what it takes to successfully live internationally	1	2	3	4	5	6	7
12	Because I like being on an international assignment	1	2	3	4	5	6	7
13	It just happened to work out - I still don't see the purpose of going	1	2	3	4	5	6	7
14	Because the organization assigned me/us to the international assignment	1	2	3	4	5	6	7
15	Because it is important as a worker in my organization to reach out to all peoples and nations	1	2	3	4	5	6	7
16	Because living abroad will be good for my family (spouse and children)	1	2	3	4	5	6	7
17	Because it seemed a good idea at the time, but now I don't see the reason anymore	1	2	3	4	5	6	7
18	Because I have a personal desire to contribute to fulfilling the purpose of the organization I represent	1	2	3	4	5	6	7
19	Because I want to have the respect of family, and friends as an international assignee	1	2	3	4	5	6	7
20	To avoid feeling guilty for not accepting an international assignment	1	2	3	4	5	6	7
21	Because living and working in other cultures is interesting for me	1	2	3	4	5	6	7
22	For the adventure of living abroad	1	2	3	4	5	6	7
23	To avoid feeling bad since my spouse wanted to go	1	2	3	4	5	6	7
24	The professional skills I learn while on an international assignment will empower me for future assignments	1	2	3	4	5	6	7
25	Because the organization expects its workers to accept international assignments	1	2	3	4	5	6	7
26	For the interest I experience when learning about new people and places	1	2	3	4	5	6	7
27	Because caring for those in need is part of who I am	1	2	3	4	5	6	7
28	Because I get more recognition, opportunities, and social rewards when I live and work internationally	1	2	3	4	5	6	7
29	Because I value international experience as relevant to building a career	1	2	3	4	5	6	7
30	Because my spouse will be unhappy if we did not go on the international assignment	1	2	3	4	5	6	7

D. Organizational Commitment

One's commitment to the organization is influenced by and influences a number of work related factors. Use the following rating scale (1 = strongly disagree; 7 = strongly agree) to indicate the degree to which you agree with the following statements about your relationship with the organization your represent as an organization?

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7

1	I do not feel a strong sense of belonging to my organization.	1	2	3	4	5	6	7
2	I do not feel any obligation to remain with my current employer.	1	2	3	4	5	6	7
3	I would not leave my organization right now because I have a sense of obligation to the people in it.	1	2	3	4	5	6	7
4	I do not feel like "part of the family" at my organization.	1	2	3	4	5	6	7
5	Too much of my life would be disrupted if I decided I wanted to leave my organization right now.	1	2	3	4	5	6	7
6	Even if it were to my advantage, I do not feel it would be right to leave my organization now.	1	2	3	4	5	6	7
7	Right now, staying with my organization is a matter of necessity as much as desire.	1	2	3	4	5	6	7
8	I believe that I have too few options to consider leaving this organization.	1	2	3	4	5	6	7
9	I would feel guilty if I left my organization now.	1	2	3	4	5	6	7
10	I really feel as if this organization's problems are my own.	1	2	3	4	5	6	7
11	I do not feel "emotionally attached" to this organization.	1	2	3	4	5	6	7
12	It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5	6	7
13	If I had not already put so much of myself into this organization, I might consider working elsewhere.	1	2	3	4	5	6	7
14	This organization deserves my loyalty.	1	2	3	4	5	6	7
15	I owe a great deal to my organization.	1	2	3	4	5	6	7
16	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	1	2	3	4	5	6	7
17	I would be very happy to spend the rest of my career in this organization.	1	2	3	4	5	6	7
18	This organization has a great deal of personal meaning for me.	1	2	3	4	5	6	7

E. Important Factors for Accepting an International Assignment

Prior studies have identified a range of factors that influence the willingness of people to accept international assignments. Using the following rating scale (1 = unimportant; 5 = very important), please indicate how important each of the following reasons was in your decision to accept your current international assignment.

Unimportant				Very Important
1	2	3	4	5

1	Opportunity to work after a period of unemployment	1	2	3	4	5
2	Personal career development	1	2	3	4	5
3	Prospect of getting away from a personal difficulty	1	2	3	4	5
4	Financial rewards including salary, benefits, expatriate and	1	2	3	4	5

	repatriate allowances					
5	Personal desire to work internationally	1	2	3	4	5
6	Chance to get away from a difficult relationship	1	2	3	4	5
7	The opportunity to develop professionally	1	2	3	4	5
8	Encouragement from work superiors	1	2	3	4	5
9	Opportunity to make a difference in other people's lives	1	2	3	4	5
10	The work-family life balance at destination	1	2	3	4	5
11	The meaningfulness of the assignment	1	2	3	4	5
12	Encouragement from spouse	1	2	3	4	5
13	Opportunities for advancement within the organization	1	2	3	4	5
14	The opportunity to make a difference	1	2	3	4	5
15	The status of working internationally	1	2	3	4	5
16	Opportunity to develop managerial skills	1	2	3	4	5
17	There were no further obligations with the care of extended family members	1	2	3	4	5
18	Encouragement from family	1	2	3	4	5
19	Better lifestyle (quality of life) at destination	1	2	3	4	5
20	Encouragement from friends	1	2	3	4	5
21	Opportunities for international travel	1	2	3	4	5
22	Encouragement from work colleagues	1	2	3	4	5
23	The presence of friends or family at the assignment destination	1	2	3	4	5
24	Fear of restricted career opportunities in previous position	1	2	3	4	5
25	Career development within the organization	1	2	3	4	5
26	Opportunity to broaden the family's (children's) experience	1	2	3	4	5
27	The status of the assignment itself	1	2	3	4	5
28	Increase knowledge and understanding of the organization's activities	1	2	3	4	5
29	The opportunity to experience cross-cultural living	1	2	3	4	5
30	The prospect of being able to increase the family's savings	1	2	3	4	5
31	The geographic attractiveness of the assignment destination	1	2	3	4	5
32	The personal challenge of the assignment	1	2	3	4	5
33	Opportunity to improve the family's income	1	2	3	4	5
34	Improvement in economic status at destination	1	2	3	4	5
35	A fun-filled and exciting lifestyle	1	2	3	4	5
36	The climate at the assignment destination	1	2	3	4	5
37	The adventure of living abroad	1	2	3	4	5
38	A sense of calling to help people in need	1	2	3	4	5
39	Preparation for a position at a higher level of the organizational structure	1	2	3	4	5
40	The importance of the job or responsibility	1	2	3	4	5
41	Sharing good news to all peoples and nations	1	2	3	4	5
42	The opportunity to get away from aspects of my home society	1	2	3	4	5
43	Getting away from an oppressive societal environment or situation	1	2	3	4	5
44	Opportunities for children's education at destination	1	2	3	4	5
45	The level of economic development at the assignment destination	1	2	3	4	5

F. Meaningful Work

The meaningfulness of one's work or vocation influences a number of work related factors. Using the following rating scale (1 = strongly disagree; 7 = strongly agree), please indicate to what extent you agree with the following statements as they relate to your current work/vocation.

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7

1	I feel called to my vocation.	1	2	3	4	5	6	7
2	I find fulfillment in the work I do.	1	2	3	4	5	6	7
3	My work addresses some of the social and environmental problems of our world.	1	2	3	4	5	6	7
4	The work I do leads to personal achievement.	1	2	3	4	5	6	7
5	My contribution to the organization's purpose has significance.	1	2	3	4	5	6	7
6	I am involved in doing something that I can identify as being wholly worthwhile.	1	2	3	4	5	6	7
7	I am involved in a cause that transcends the cause of the organization.	1	2	3	4	5	6	7
8	I am making a genuine and positive difference in the lives of the people I serve.	1	2	3	4	5	6	7

G. Personal Views

Sometimes a questionnaire of this nature does not capture all the nuances relating to the questions posed. You may have some additional comments to make. Here is an opportunity for you to do so within the context of the question: Why do you go live and work abroad?

a. In three or four sentences, explain the chief reasons for your personal decision to live and work outside your home country.

_____

_____

_____

_____

_____

b. In one or two sentences, explain what you consider to be the primary objectives of the international assignment program of the organization you represent.

_____

_____

_____

H. Background Questions for Categorical Analysis

Please tell us some things about yourself that will assist us in the analysis of the responses.

a. Family background

i. Country of birth of your father: _____

ii. Country of birth of your mother: _____

iii. Were your parents ever appointed to international service?

☐ No. If no, proceed to question H2.

☐ Yes. If yes, kindly provide the following detail:

	Country	# years	Your age at start of the assignment if you lived with your parents during this time
1.	_____	_____	_____
2.	_____	_____	_____
3.	_____	_____	_____
4.	_____	_____	_____
5.	_____	_____	_____

b. Organizational and international service background

i. How many years have you worked in non-profit organizations? _____ years

ii. If you have previous long-term (more than one year) experience with international appointments (current organization or otherwise), kindly list the countries including the current assignment:

	Country	Start Year	End Year
1.	_____	_____	_____
2.	_____	_____	_____
3.	_____	_____	_____
4.	_____	_____	_____
5.	_____	_____	_____

iii. I am: ☐ an employed worker of the organization you represent, or

☐ the spouse of a worker (if so, skip to question H3 below)

iv. How many years have you worked for the organization you represent? _____ years

v. (Optional) What is the name of the organization that you currently represent?

_____

vi. (Optional) In which country is headquarters of the organization you represent?

_____

c. Personal information

i. Country of birth: _____

ii. Country of citizenship: _____

iii. Country of residency at time of current international appointment:

_____

iv. Year of birth: _____

v. Gender: Male ☐ Female ☐

vi. Marital status: ☐ Married ☐ Divorced/Separated ☐ Single ☐ Widowed

vii. Children:

	Age	Accompanying you on current international assignment
1.	____	Yes ☐ No ☐
2.	____	Yes ☐ No ☐
3.	____	Yes ☐ No ☐
4.	____	Yes ☐ No ☐
5.	____	Yes ☐ No ☐
6.	____	Yes ☐ No ☐

viii. How would you describe your occupation before accepting the current international appointment? (e.g., manager, office manager, homemaker, teacher, unemployed, nurse, engineer, construction, physician, plumber, clerical, accountant, professor, etc.)

_____

ix. How would you describe your occupation during the current international assignment?

_____

x. Highest educational qualification:

- High School Diploma ☐
- Associate Degree ☐
- Bachelors Degree ☐
- Masters Degree ☐
- Doctoral Degree ☐

Thank you very much for participating in this survey.

For more information or to receive a copy of the results, please contact CHN.

Appendix D – Cluster Profiles

The following tables provide a detailed cluster demographic profile reporting the inter-cluster frequency in both actual values and percentages. For comparison purposes, the first table reports the cluster sizes.

Table 34 – *Cluster Sizes*

	Cluster 1: Caring Inter-nationalist	Cluster 2: Self-Directed Careerist	Cluster 3: Obedient Soldier	Cluster 4: Movement-Immersed	Total
N=	83	23	17	37	160
Percent	51.9%	14.4%	10.6%	23.1%	100.0%

Table 35 – *Age Across Clusters*

	Cluster 1: Caring Inter-nationalist	Cluster 2: Self-Directed Careerist	Cluster 3: Obedient Soldier	Cluster 4: Movement-Immersed	Total	N
21 to 39	17	6	3	5	31	
40 to 49	15	8	3	5	31	
50 to 54	13	4	6	7	30	
55 to 59	13	3	3	4	23	
60 and above	12	0	2	9	23	
n =	70	21	17	30	138	
21 to 39	54.8%	19.4%	9.7%	16.1%	22.5%	31
40 to 49	48.4%	25.8%	9.7%	16.1%	22.5%	31
50 to 54	43.3%	13.3%	20.0%	23.3%	21.7%	30
55 to 59	56.5%	13.0%	13.0%	17.4%	16.7%	23
60 and above	52.2%	0.0%	8.7%	39.1%	16.7%	23
Total	50.7%	15.2%	12.3%	21.7%	100.0%	
n =	70	21	17	30		138
				Chi-square significance		0.350

Note. There are cells in the cross tabulation that contain an expected count of less than 5.

Table 36 – *Marital Status Across Clusters*

	Cluster 1: Caring Inter-nationalist	Cluster 2: Self-Directed Careerist	Cluster 3: Obedient Soldier	Cluster 4: Movement-Immersed	Total	N
Divorced/separated	1	0	0	1	2	
Married	59	19	15	27	120	
Single	10	2	2	2	16	
Widowed	0	0	0	1	1	
n =	70	21	17	31	139	
Divorced/separated	50.0%	0.0%	0.0%	50.0%	1.4%	2
Married	49.2%	15.8%	12.5%	22.5%	86.3%	120
Single	62.5%	12.5%	12.5%	12.5%	11.5%	16
Widowed	0.0%	0.0%	0.0%	100.0%	0.7%	1
Total	50.4%	15.1%	12.2%	22.3%	100.0%	
n =	70	21	17	31		139
				Chi-square significance		0.736

Note. There are cells in the cross tabulation that contain an expected count of less than 5.

Table 37 – *Gender Across Clusters*

	Cluster 1: Caring Inter-nationalist	Cluster 2: Self-Directed Careerist	Cluster 3: Obedient Soldier	Cluster 4: Movement-Immersed	Total	N
Female	29	11	8	11	59	
Male	40	10	9	20	79	
n =	69	21	17	31	138	
Female	49.2%	18.6%	13.6%	18.6%	42.8%	59
Male	50.6%	12.7%	11.4%	25.3%	57.2%	79
Total	50.0%	15.2%	12.3%	22.5%	100.0%	
n =	69	21	17	31		138
				Chi-square significance		0.648

Table 38 – *Caring Occupation Across Clusters*

	Cluster 1: Caring Inter-nationalist	Cluster 2: Self-Directed Careerist	Cluster 3: Obedient Soldier	Cluster 4: Movement-Immersed	Total	N
Directly caring	13	5	7	11	36	
Supporting	42	9	4	16	71	
n =	55	14	11	27	107	
Directly caring	36.1%	13.9%	19.4%	30.6%	33.6%	36
Supporting	59.2%	12.7%	5.6%	22.5%	66.4%	71
Total	51.4%	13.1%	10.3%	25.2%	100.0%	
n =	55	14	11	27		107
				Chi-square significance		0.057

Table 39 – *Highest Education Level Across Clusters*

	Cluster 1: Caring Inter-nationalist	Cluster 2: Self-Directed Careerist	Cluster 3: Obedient Soldier	Cluster 4: Movement-Immersed	Total	N
High school diploma	5	1	0	4	10	
Associate degree	4	0	3	1	8	
Bachelors degree	18	8	6	10	42	
Masters degree	29	6	5	9	49	
Doctoral degree	14	6	2	5	27	
n =	70	21	16	29	136	
High School Diploma	50.0%	10.0%	0.0%	40.0%	7.4%	10
Associate Degree	50.0%	0.0%	37.5%	12.5%	5.9%	8
Bachelors Degree	42.9%	19.0%	14.3%	23.8%	30.9%	42
Masters Degree	59.2%	12.2%	10.2%	18.4%	36.0%	49
Doctoral Degree	51.9%	22.2%	7.4%	18.5%	19.9%	27
Total	51.5%	15.4%	11.8%	21.3%	100.0%	
n =	70	21	16	29		136
				Chi-square significance		0.378

Note. There are cells in the cross tabulation that contain an expected count of less than 5.

Table 40 – *Employment Status Across Clusters*

	Cluster 1: Caring Inter-nationalist	Cluster 2: Self-Directed Careerist	Cluster 3: Obedient Soldier	Cluster 4: Movement-Immersed	Total	N
Employee	59	16	11	24	110	
Spouse of employee	11	4	5	4	24	
n =	70	20	16	28	134	
Employee	53.6%	14.5%	10.0%	21.8%	82.1%	110
Spouse of employee	45.8%	16.7%	20.8%	16.7%	17.9%	24
Total	52.2%	14.9%	11.9%	20.9%	100.0%	
n =	70	20	16	28		134
				Chi-square significance		0.480

Note. There are cells in the cross tabulation that contain an expected count of less than 5.

Table 41 – *Country of Citizenship Across Clusters*

	Cluster 1: Caring Inter-nationalist	Cluster 2: Self-Directed Careerist	Cluster 3: Obedient Soldier	Cluster 4: Movement-Immersed	Total	N
USA	38	7	11	26	82	
Other more-developed countries	13	5	3	2	23	
Less-developed countries	19	9	3	3	34	
n =	70	21	17	31	139	
USA	46.3%	8.5%	13.4%	31.7%	59.0%	82
Other more-developed countries	56.5%	21.7%	13.0%	8.7%	16.5%	23
Less-developed countries	55.9%	26.5%	8.8%	8.8%	24.5%	34
Total	50.4%	15.1%	12.2%	22.3%	100.0%	
n =	70	21	17	31		139
				Chi-Square Significance		**0.021**

Note. There are cells in the cross tabulation that contain an expected count of less than 5.

Table 42 – *Children in the Family Home Across Clusters*

	Cluster 1: Caring Inter-nationalist	Cluster 2: Self-Directed Careerist	Cluster 3: Obedient Soldier	Cluster 4: Movement-Immersed	Total	N
No children accompanying	34	8	6	14	62	
Children accompanying	26	11	9	14	60	
n =	60	19	15	28	122	
No children accompanying	54.8%	12.9%	9.7%	22.6%	50.8%	62
Children accompanying	43.3%	18.3%	15.0%	23.3%	49.2%	60
Total	49.2%	15.6%	12.3%	23.0%	100.0%	
n =	60	19	15	28		122
				Chi-Square Significance		0.550

Table 43 – *Tenure in NPOs (5 Categories) Across Clusters*

	Cluster 1: Caring Inter-nationalist	Cluster 2: Self-Directed Careerist	Cluster 3: Obedient Soldier	Cluster 4: Movement-Immersed	Total	N
0 to 7 years	13	5	4	5	27	
8 to 13 years	14	6	2	6	28	
14 to 22 years	14	5	3	6	28	
23 to 29 years	14	1	3	4	22	
30 and more	13	1	4	9	27	
n =	68	18	16	30	132	
0 to 7 years	48.1%	18.5%	14.8%	18.5%	20.5%	27
8 to 13 years	50.0%	21.4%	7.1%	21.4%	21.2%	28
14 to 22 years	50.0%	17.9%	10.7%	21.4%	21.2%	28
23 to 29 years	63.6%	4.5%	13.6%	18.2%	16.7%	22
30 and more	48.1%	3.7%	14.8%	33.3%	20.5%	27
Total	51.5%	13.6%	12.1%	22.7%	100.0%	
n =	68	18	16	30		132
				Chi-square significance		0.710

Note. There are cells in the cross tabulation that contain an expected count of less than 5.

Table 44 – *Tenure in NPOs (2 Categories) Across Clusters*

	Cluster 1: Caring Inter-nationalist	Cluster 2: Self-Directed Careerist	Cluster 3: Obedient Soldier	Cluster 4: Movement-Immersed	Total	N
0 to 17 years	35	14	8	14	71	
18 and more	33	4	8	16	61	
n =	68	18	16	30	132	
0 to 17 years	49.3%	19.7%	11.3%	19.7%	53.8%	71
18 and more	54.1%	6.6%	13.1%	26.2%	46.2%	61
Total	51.5%	13.6%	12.1%	22.7%	100.0%	
n =	68	18	16	30		132
				Chi-square significance		0.170

Table 45 – *Tenure in Current Organization (5 Categories) Across Clusters*

	Cluster 1: Caring Inter-nationalist	Cluster 2: Self-Directed Careerist	Cluster 3: Obedient Soldier	Cluster 4: Movement-Immersed	Total	N
0 to 4 years	16	5	4	2	27	
5 to 9 years	14	5	3	5	27	
10 to 16 years	16	6	2	5	29	
17 to 28 years	12	2	4	9	27	
29 and more	12	1	3	10	26	
n =	70	19	16	31	136	
0 to 4 years	59.3%	18.5%	14.8%	7.4%	19.9%	27
5 to 9 years	51.9%	18.5%	11.1%	18.5%	19.9%	27
10 to 16 years	55.2%	20.7%	6.9%	17.2%	21.3%	29
17 to 28 years	44.4%	7.4%	14.8%	33.3%	19.9%	27
29 and more	46.2%	3.8%	11.5%	38.5%	19.1%	26
Total	51.5%	14.0%	11.8%	22.8%	100.0%	
n =	70	19	16	31		136
				Chi-square significance		0.312

Note. There are cells in the cross tabulation that contain an expected count of less than 5.

Table 46 – Tenure in Current Organization (2 Categories) Across Clusters

	Cluster 1: Caring Inter-nationalist	Cluster 2: Self-Directed Careerist	Cluster 3: Obedient Soldier	Cluster 4: Movement-Immersed	Total	N
0 to 14 years	40	15	8	12	75	
15 and more	30	4	8	19	61	
n =	70	19	16	31	136	
0 to 14 years	53.3%	20.0%	10.7%	16.0%	55.1%	75
15 and more	49.2%	6.6%	13.1%	31.1%	44.9%	61
Total	51.5%	14.0%	11.8%	22.8%	100.0%	
n =	70	19	16	31		136
				Chi-square significance		**0.046**

Table 47 – *Parents With International Work Experience Across Clusters*

	Cluster 1: Caring Inter-nationalist	Cluster 2: Self-Directed Careerist	Cluster 3: Obedient Soldier	Cluster 4: Movement-Immersed	Total	N
Parents worked internationally	25	9	6	9	49	
Parents not worked internationally	50	12	11	24	97	
n =	75	21	17	33	146	
Yes	51.0%	18.4%	12.2%	18.4%	33.6%	49
No	51.5%	12.4%	11.3%	24.7%	66.4%	97
Total	51.4%	14.4%	11.6%	22.6%	100.0%	
n =	75	21	17	33		146
				Chi-square significance		0.700

Table 48 – *Organizational Commitment Item Means Across Clusters*

Item	Cluster 1: Caring Inter-nationalist	Cluster 2: Self-Directed Careerist	Cluster 3: Obedient Soldier	Cluster 4: Movement-Immersed	Total	N	Chi-square significance
AC1	5.203	4.105	4.941	5.694	5.152	151	**0.027**
AC2	4.278	3.200	4.000	3.278	3.868	152	0.147
AC3R	5.913	4.950	5.176	6.194	5.771	153	**0.008**
AC4R	5.700	4.900	5.118	5.472	5.477	153	**0.014**
AC5	5.588	5.158	5.353	5.861	5.572	152	0.608
AC6R	5.950	5.429	5.294	6.222	5.870	154	0.070
CC1	3.975	3.737	4.294	3.389	3.842	152	**0.045**
CC2	3.900	3.947	3.647	3.361	3.750	152	0.272
CC3	3.738	4.053	4.063	3.389	3.728	151	0.257
CC4	2.350	2.526	2.353	2.000	2.289	152	0.512
CC5	2.620	2.474	2.412	2.611	2.576	151	0.978
CC6	2.438	2.684	3.000	2.167	2.467	152	0.100
NC1R	5.363	5.143	5.118	6.000	5.455	154	0.416
NC2	4.950	4.053	4.059	4.314	4.589	151	**0.019**
NC3	3.575	3.050	3.706	2.528	3.275	153	**0.032**
NC4	5.100	4.632	5.500	4.694	4.987	151	0.760
NC5	5.025	4.150	4.412	3.917	4.582	153	0.340
NC6	4.615	4.316	4.882	4.200	4.510	149	0.279

Note. Bold chi-square values represent items that are significant at the .05 level.

Table 49 – *Cultural Value Item Means Across Clusters*

Item	Cluster 1: Caring Inter-nationalist	Cluster 2: Self-Directed Careerist	Cluster 3: Obedient Soldier	Cluster 4: Movement-Immersed	Total	N	Chi-square significance
HE1 #	4.133	3.913	3.941	3.730	3.988	160	0.374
HE2	3.049	2.727	3.294	3.057	3.032	156	0.103
HE3	3.549	3.435	3.941	4.028	3.684	158	0.401
HE4 #	3.259	3.565	3.412	2.162	3.063	158	**0.000**
HE5 #	4.277	4.261	3.765	3.595	4.063	160	**0.006**
ID1 #	3.614	3.609	3.471	3.639	3.604	159	0.647
ID2 #	3.542	3.409	3.000	3.432	3.440	159	0.736
ID3	4.096	3.913	3.882	4.000	4.025	160	0.694
ID4	3.293	2.783	3.588	3.432	3.283	159	0.338
ID5 #	3.000	2.870	2.647	3.086	2.962	158	0.632
ID6 #	3.296	3.043	3.471	3.432	3.310	158	0.506
LT1 #	4.108	3.783	4.000	4.189	4.069	160	0.410
LT2 #	3.951	3.696	3.882	3.622	3.830	159	0.102
LT3 #	3.723	3.565	3.941	3.865	3.756	160	0.528
LT4	4.614	4.087	4.706	4.595	4.544	160	0.009
LT5	3.530	3.565	3.625	3.324	3.497	159	0.527
LT6 #	3.843	3.435	3.471	3.568	3.681	160	0.924
LT7 #	3.506	3.261	3.588	3.486	3.475	160	0.453
LT8 #	3.707	3.522	4.059	3.722	3.722	158	0.378
MF1 #	1.805	1.696	2.235	1.784	1.830	159	0.623
MF2 #	2.049	1.783	2.647	2.541	2.189	159	0.084
MF3 #	2.651	2.826	3.176	2.833	2.774	159	0.489
MF4 #	2.036	2.000	2.235	1.946	2.031	160	0.787
MF5 #	1.940	2.174	2.235	2.378	2.106	160	0.456
PD1 #	1.759	2.087	2.412	2.000	1.931	160	0.197
PD2	2.542	2.870	2.941	2.676	2.663	160	0.391
PD3	1.427	1.739	1.824	1.459	1.522	159	0.009
PD4 #	1.627	1.913	1.941	1.649	1.706	160	0.138
PD5 #	1.805	2.000	1.941	1.892	1.868	159	0.587
PD6 #	1.444	1.783	1.706	1.541	1.544	158	0.128
UA1 #	3.880	4.217	3.706	4.162	3.975	160	0.210
UA2	4.354	4.261	4.353	4.297	4.327	159	0.889
UA3	4.313	4.348	4.412	4.216	4.306	160	0.241
UA4 #	4.159	4.391	4.176	4.162	4.195	159	0.512
UA5 #	4.096	4.043	4.000	4.351	4.138	160	0.462

Note. # denotes an item loaded onto one of seven cultural value factors. Bold chi-square values represent items that are significant at the .05 level.

Table 50 – *SDT Motivation for International Assignment Item Means Across Clusters*

Item	Cluster 1: Caring Inter-nationalist	Cluster 2: Self-Directed Careerist	Cluster 3: Obedient Soldier	Cluster 4: Movement-Immersed	Total	N	Chi-square significance
AMT1 #	1.060	1.261	2.412	1.027	1.225	160	**0.000**
AMT2 #	1.133	1.609	2.235	1.081	1.306	160	**0.000**
AMT3 #	1.157	1.783	1.706	1.108	1.294	160	**0.014**
AMT4 #	1.434	2.348	2.353	1.162	1.600	160	**0.002**
AMT5 #	1.217	1.435	3.000	1.405	1.481	160	**0.000**
ERG1	2.169	2.682	3.059	1.730	2.233	159	0.123
ERG2 #	2.096	2.304	3.647	1.486	2.150	160	**0.010**
ERG3 #	1.133	1.217	3.941	1.189	1.456	160	**0.000**
ERG4 #	2.771	4.174	2.882	1.378	2.663	160	**0.000**
ERG5	2.512	2.913	2.588	1.459	2.333	159	0.005
IDE1 #	6.265	5.739	4.765	2.784	5.225	160	**0.000**
IDE2 #	5.205	5.348	4.647	1.676	4.350	160	**0.000**
IDE3 #	6.145	3.609	6.118	5.541	5.638	160	**0.000**
IDE4	4.463	3.870	5.059	2.595	4.006	159	0.001
IDE5 #	3.904	4.652	3.353	1.324	3.356	160	**0.000**
IJR1 #	1.614	1.609	2.412	1.297	1.625	160	0.352
IJR2	2.358	3.182	3.529	2.000	2.516	157	0.049
IJR3 #	1.169	1.652	2.118	1.189	1.344	160	**0.000**
IJR4 #	1.060	1.435	3.118	1.054	1.331	160	**0.000**
IJR5	2.169	2.609	2.765	1.135	2.056	160	0.020
INT1 #	6.325	4.870	5.824	5.595	5.894	160	**0.000**
INT2 #	6.337	3.783	6.000	5.622	5.769	160	**0.000**
INT3	6.470	5.826	6.000	5.081	6.006	160	0.000
INT4 #	6.639	5.304	6.118	5.892	6.219	160	**0.000**
INT5 #	6.145	4.217	5.941	5.514	5.700	160	**0.000**
ITM1 #	6.265	5.652	4.824	3.892	5.475	160	**0.000**
ITM2 #	5.530	5.217	4.235	2.622	4.675	160	**0.000**
ITM3 #	5.795	4.826	4.588	2.892	4.856	160	**0.000**
ITM4 #	5.108	4.870	4.471	2.703	4.450	160	**0.000**
ITM5 #	5.675	5.174	4.824	2.865	4.863	160	**0.000**

Note. # denotes an item loaded onto one of three motivation factors. Bold chi-square values represent items that are significant at the .05 level.

Table 51 – *Reasons for International Assignment Item Means Across Clusters*

Item	Cluster 1: Caring Internationalist	Cluster 2: Self-Directed Careerist	Cluster 3: Obedient Soldier	Cluster 4: Movement-Immersed	Total	N	Chi-square significance
R1 #	3.519	3.200	4.118	3.176	3.466	148	0.828
R2 #	2.913	2.737	3.118	2.588	2.840	150	0.698
R3 #	3.263	3.211	3.118	2.353	3.033	150	0.105
R4 #	2.638	2.789	2.471	2.000	2.493	150	0.370
R5	2.850	2.400	2.529	1.912	2.543	151	0.109
R6 #	2.519	2.316	2.000	1.176	2.128	149	**0.002**
R7 #	2.633	2.650	2.471	1.500	2.360	150	**0.031**
R8 #	2.125	2.368	1.882	1.235	1.927	150	**0.012**
R9	2.013	2.700	1.824	1.324	1.927	151	0.033
R10	1.519	1.800	1.824	1.294	1.540	150	0.466
R11 #	1.325	1.450	1.588	1.029	1.305	151	**0.002**
R12	1.488	1.429	1.529	1.118	1.401	152	0.917
R13 #	1.513	1.684	1.588	1.206	1.473	150	0.331
R14 #	1.513	2.000	1.824	1.147	1.530	151	**0.038**
R15 #	3.213	3.550	3.176	2.029	2.987	151	**0.002**
R16 #	3.100	2.950	2.765	1.441	2.669	151	**0.000**
R17 #	1.838	2.526	1.706	1.265	1.780	150	0.075
R18 #	1.763	1.632	1.529	1.353	1.627	150	0.486
R19	2.141	2.158	2.176	1.424	1.986	147	0.002
R20 #	1.838	2.526	1.706	1.265	1.780	150	**0.023**
R21 #	4.063	4.150	3.588	2.118	3.583	151	0.131
R22 #	2.050	1.842	2.529	1.471	1.947	150	0.342
R23	4.438	3.500	4.412	4.676	4.364	151	0.020
R24 #	1.775	1.789	1.882	1.324	1.687	150	0.493
R25	2.913	2.850	2.765	1.647	2.603	151	0.001
R26	2.813	2.700	2.353	1.794	2.517	151	0.177
R27 #	3.557	3.500	2.882	2.000	3.120	150	**0.000**
R28 #	4.063	4.150	3.588	2.118	3.583	151	**0.000**
R29 #	2.813	2.700	2.353	1.794	2.517	151	**0.013**
R30	2.600	2.500	2.647	1.364	2.320	150	0.002
R31	3.488	3.053	3.706	3.588	3.480	150	0.354
R32 #	4.608	4.053	4.471	4.529	4.503	149	**0.004**
R33 #	4.738	4.200	4.647	4.353	4.570	151	**0.000**
R34 #	3.638	3.550	2.765	2.000	3.159	151	**0.000**
R35	4.000	3.944	3.235	2.882	3.651	149	0.002
R36 #	3.113	2.800	2.500	1.500	2.640	150	**0.000**
R37 #	3.138	3.300	2.412	1.529	2.715	151	**0.002**
R38 #	3.150	3.263	3.353	2.471	3.033	150	0.129
R39	2.103	2.000	2.706	1.353	1.986	148	0.066
R40 #	4.313	4.050	3.588	3.176	3.940	151	**0.004**
R41	2.563	2.750	2.588	1.324	2.311	151	0.000
R42 #	2.500	2.100	2.412	1.441	2.199	151	**0.000**
R43 #	3.241	3.250	3.647	2.088	3.027	150	**0.001**
R44 #	4.825	4.053	4.529	4.618	4.647	150	**0.000**
R45 #	4.750	4.105	4.706	4.765	4.667	150	**0.003**

Note. # denotes an item loaded onto one of seven reason factors. Bold chi-square values represent items that are significant at the .05 level.

Appendix E – Open-Ended Question Responses

The following tables report the responses to the open-ended question, “In three or four sentences, explain the chief reasons for your personal decision to live and work outside your home country.” The responses are grouped into the four motivation-type clusters identified in the study and further subcategorized according to the coding explained in Table 26. Each comment is identified with the respondent’s index number. Because many of the comments are coded under more than one theme, they will appear under each theme for which they were coded.

Group 1: Caring Internationalist

ID	Open Ended Response to Question: "In three or four sentences, explain the chief reasons for your personal decision to live and work outside your home country."
ADV - Adventure	
6	Help people find Christ, adventure of international travel, response to Biblical call to "GO."
49	I have always enjoyed challenges and experiences that broaden my horizons. I also feel like this is a good time to do something interesting and worthwhile that I may not be able to do later on in life once I have a family, career, home, etc. Lack of teaching jobs in California was a large motivator as well. But it was a blessing in disguise, because if I had a secure job I would have been afraid to leave it for an adventure like this. Job security is very important to me.
53	I believe God has called my family and I to work for him, although my work is not directly as a church pastor, in my own scope and capacity God uses me. I believe I am where I am by His hand and guidance. At the same time i am missionary's kid and as such I like the adventure of traveling and that has encouraged me to take the responsibilities I have taken far away from home.
56	A clear sense of God's leading and call in my life and my wife's life. A gaping necessity in the host culture in the areas of my formal training, life experience, and spiritual gifts; A personal sense of adventure and challenge to exercise the ability to learn and teach in a second culture.
59	Since I was young I have promised God to give my best to serve Him in whatever position and working place He assigned. After working so long in my Union / Division, I think it is better for me to have another experience outside of my Division to serve the Lord in difference community and difference people.
103	to experience serving God and humanity in different culture. To grow professionally *[sic]* by facing new challenges. To provide opportunity for family member to experience different culture in all aspect of life.
119	The call involved a chance to help others and broaden my family’s *[sic]* exposure to a world in need of Christ. My wife and kids heartily agreed to go on an adventure and I knew people who had served at the institutions before.
126	As an evangelist, I want to minister in a country where the Gospel has not been heard so much.
139	More challenging and exciting. More meaningful work. More rewarding

143	More challenge to work with other cultures
167	Calling of God. For the adventure of it. To expand my ability to understand other cultures.
168	Sense of calling to serve others and live/work in a cross-cultural environment. the adventure and challenge of living/working/raising a family abroad including great holidays. Removing ourselves from the secular culture of North *[sic]* America and all it entails.
186	Fulfill gospel commission. Fascination with other peoples, places, cultures, geography, etc
210	I believe I am being obedient to the command of Jesus to go into the whole world to share the Gospel message with every nation and people.

ALN - Proactive Alignment

1	I feel a sense of responsibility to all people no matter what country we are from. Mark 12:30 and 31 "You should love the Lord Your God with all your heart with all your soul with all your mind and with all your strength. This is the first and greatest commandment and the second is like it; You should love your neighbor as yourself." As my world gradually becomes more and more connected through globalization and westernization- I begin to feel more and more like neighbors with the people who have less opportunity. I would like to better understand international problems so that I may actively *[sic]* act towards the betterment of my international brothers and sisters.
6	Help people find Christ, adventure of international travel, response to Biblical call to "GO."
30	I saw a great need and few people were willing to go and do anything about it.
55	According to the Bible, the world inside and outside my home country is in great need. God has given me the opportunity to help meet that need. I have accepted the challenge.
56	A clear sense of God's leading and call in my life and my wife's life; A gaping necessity in the host culture in the areas of my formal training, life experience, and spiritual gifts; A personal sense of adventure and challenge to exercise the ability to learn and teach in a second culture.
70	God called me to give my life to missions in 1974 at a campfire at Word of Life in Scroon Lake NY. I surrendered then and later at age 18 I read the book Balancing the Christian Life by Charles Ryrie. It helped me understand Romans 12:1-2 that surrendering my life to God's direction was a decision apart from my salvation decision. God directed me further on a summer missions trip of 6 weeks in Colombia and Peru. It is God's purpose for my life to call lost people to His kingdom by the power of the Holy Spirit.
95	I surrendered to missions when I was 12 years old and felt the leadership of the Lord in accepting each overseas assignment/task we were given. The heartbeat of my life is to share the love of Christ with those who don't know Him.
99	I have a strong sense of calling to service. I feel like this is what gives my life purpose - whether in my home country or abroad. When I had the opportunity to live and work in a developing country in the field where I have experience I felt like it would be a good fit - both professionally and an opportunity to serve.

100	I personally decided to live and work outside of my country because the need for people to know about Jesus is greater outside my home country. I felt like my own background prepared me in unique ways for working overseas. I felt called of God to the current place of work.
136	It fits my skills, desires and experience. I don't feel it is hard for me to live abroad and away from family. And I love my job.
146	I am a Christian and I believe that the message of Jesus as communicated through the Bible is relevant, timeless, and essential for all peoples. I want to be a part of giving people the opportunity to hear how much God loves and cares for them and to give their lives wholeheartedly to Him.
176	Four years ago I decided to quit teaching and working in schools, but had no other alternatives. Unemployed and troubled, I put the most outrageous 10 year plan to God and asked him to find a way for me to reach it. He began opening doors and I discovered that his plan and mine were aligned. My ultimate goal was to be an international educational consultant, and my route to this destination involves accepting overseas assignments in developing countries.
196	I had a sense of calling that I followed. The humanitarian profession has been one that has allowed me to make a difference in the lives of people that I serve in the countries that I have lived in. It also has been a good situation, for my family in broadening our children's horizon and allowing my wife not to work.
197	God has given me a few gifts which I am glad to use in the wider framework of the world situation. I am passionate about hurting women and children and in Africa I can do something. Work outside my home country is often more fulfilling and satisfying to me. I am concerned about the poverty of the world and wish to make a difference. I believe in the Adventist health message wholeheartedly and this is how I can support it at this stage of my life.
206	The purpose of God to bring the gospel of Jesus Christ to all mankind was and is key. We came to Asia because there are the most non-Christians in Asia.

ASP - Aspire

42	I dreamed of being a missionary since early childhood. Our family read nearly every mission storybook *[sic]* printed by our church. These stories inspired me to prepare for mission service. I've always had a great desire to serve wherever God lead.
76	My wife and I made the decision influenced by admiration for others who were involved in similar work and a sense of calling to make a difference where it was most needed- outside of the US.
154	I have wanted *[sic]* to become a missionary. Being a missionary is one way to pay back what missionaries had and have done in my country.

CAL - Generic Call

2	Missionary call, making a difference, working with those who don't have the opportunities available to those in the US.
15	I felt that it was a call. It was an opportunity to work in humanitarian aide.
92	Following God's missionary call.
136	It fits my skills, desires and experience. I don't feel it is hard for me to live abroad and away from family. And I love my job.

166	Being called.
167	Calling of God. For the adventure of it. To expand my ability to understand other cultures.

CAR - Career Expatriate

68	To help others learn about God
148	Capacity building in preparation for a higher calling. Better environment for family to have *[sic]* a more healthy lifestyle, and higher quality of life, in preparation for parenthood Opportunity to network with Leaders @ higher levels with the aim of influencing decisions on policies that will affect Strategies for Advancing the work Credibility increase Opportunities for service with larger territory/scope
194	A personal call to help people in need and an understanding that my work is part of a higher calling to restore *[sic]* people to God's imagine. I felt called to go abroad because of the more pressing needs of poorer countries. Then lately, because we have made a career living abroad it seems logical to continue living abroad.

ESC - Escape & Avoidance

41	The short-term job market was lousy, with a likelihood of having to live separately and commute long-distance or change vocations; our expectation was that children's *[sic]* educational needs would limit service to 6 years, which didn't turn out to be a constraint.
49	I have always enjoyed challenges and experiences that broaden my horizons. I also feel like this is a good time to do something interesting and worthwhile that I may not be able to do later on in life once I have a family, career, home, etc. Lack of teaching jobs in California was a large motivator as well. But it was a blessing in disguise, because if I had a secure job I would have been afraid to leave it for an adventure like this. Job security is very important to me.
168	Sense of calling to serve others and live/work in a cross-cultural environment. the adventure and challenge of living/working/raising a family abroad including great holidays. Removing ourselves from the secular culture of North *[sic]* America and all it entails.
178	I was looking for something that was more fulfilling than what I was doing. Something that allowed me to help others and to work with people. I wanted to return to Africa and leave some emotional baggage and problems behind. I needed to focus on a new life and move on from the old.

FAM - Family Environment

26	At first I was simply obedient to the Lord's guidance in my life. I literally had no idea where I was going when I started traveling up north into Africa - just looking for that place where I knew He wanted me. I found it. After two years I was contemplating going back home to study and make a career for myself, to marry, etc. Instead I again had no peace and went back to the mission field. Two weeks later I met my future husband. I have lived and served in Tanzania for nine years now. It has been very hard at times but it has been a learning school like I cannot explain to you. I have grown tremendously and my growth enables me to more fully reach out and help those around me. I'm sorry this is longer than it should be but I'm glad for a chance to explain why there are *[sic]* a lot of 'in-between' answers on the rating scales. We work here as volunteers, we miss our families but we are very blessed and therefore the sacrifice is worthwhile. The environment is perfect for raising children.
103	to experience serving God and humanity in different culture. To grow professionally *[sic]* by facing new challenges. To provide opportunity for family member to experience different culture in all aspect of life.
119	The call involved a chance to help others and broaden my family's *[sic]* exposure to a world in need of Christ. My wife and kids heartily agreed to go on an adventure and I knew people who had served at the institutions before.
148	Capacity building in preparation for a higher calling. Better environment for family to have *[sic]* a healthier *[sic]* lifestyle, and higher quality of life, in preparation for parenthood. Opportunity to network with Leaders @ higher levels with the aim of influencing decisions on policies that will affect Strategies for Advancing the work Credibility increase Opportunities for service with larger territory/scope
151	I felt that this opportunity was a call to serve to God in a different context, dealing with different cultures and environments and providing as a family an option to growth.
185	The best learning environment for me is in a Multi Cultural setting, where you can learn the culture of other people and you adapt *[sic]* to them and respect their culture. I want also for my children to experience a multicultural environment as young as possible, and I *[sic]* believe this will shape them to be a person that will respect other people.
188	It fulfils my spiritual and personal need to serve those less fortunate. It truly improves the lives of others. I have talents that are useful in the work I do - language, management, compassion, and *[sic]* vision... It is a better environment to raise my children than one of materialism and pop culture
195	It is a calling from God. I just want to be in the place he wants for me to be. No other place can be better the place he has chosen for my family and me *[sic]*.
196	I had a sense of calling that I followed. The humanitarian profession has been one that has allowed me to make a difference in the lives of people that I serve in the countries that I have lived in. It also has been a good situation, for my family in broadening our children's horizon and allowing my wife not to work.

FOL - Follow a Calling

27	I was called to operate abroad, even it was well accepted by my family, this was a decision to answer to a call, not a personal choice.
28	I felt that God was calling. We prayed and thought about the call carefully, felt it was God calling and accepted.
42	I dreamed of being a missionary since early childhood. Our family read nearly every mission storybook *[sic]* printed by our church. These stories inspired me to prepare for mission service. I've always had a great desire to serve wherever God lead.
45	I received a call and felt I could answer it. My wife was willing to go. I thought that with God's help I could fulfill the expectations.
53	I believe God has called my family and I to work for him, although my work is not directly as a church pastor, in my own scope and capacity God uses me. I believe I am where I am by His hand and guidance. At the same time I *[sic]* am missionary's kid and as such I like the adventure of traveling and that has encouraged me to take the responsibilities I have taken far away from home.
59	Since I was young I have promised God to give my best to serve Him in whatever *[sic]* position and working place He assigned. After working so long in my Union / Division, I think it is better for me to have another experience outside of my Division to serve the Lord in difference community and difference people.
70	God called me to give my life to missions in 1974 at a campfire at Word of Life in Scroon Lake NY. I surrendered then and later at age 18 I read the book Balancing the Christian Life by Charles Ryrie. It helped me understand Romans 12:1-2 that surrendering my life to God's direction was a decision apart from my salvation decision. God directed me further on a summer missions trip of 6 weeks in Colombia and Peru. It is God's purpose for my life to call lost people to His kingdom by the power of the Holy Spirit.
100	I personally decided to live and work outside of my country because the need for people to know about Jesus is greater outside my home country. I felt like my own background prepared me in unique ways for working overseas. I felt called of God to the current place of work.
129	A calling from the Lord and an opportunity to serve in a meaningful way.
195	It is a calling from God. I just want to be in the place he wants for me to be. No other place can be better the place he has chosen for my family and me *[sic]*.
208	I know that God has called me to be here--to share His love with others that don't know about Him. Also being where He wants me provides the most fulfillment for me in this world.
214	Because God called me to go and share the Good News of eternal life in Jesus Christ to minority groups.

HLP - Call to Service

1	I feel a sense of responsibility to all people no matter what country we are from. Mark 12:30 and 31 "You should love the Lord Your God with all your heart with all your soul with all your mind and with all your strength. This is the first and greatest commandment and the second is like it; You should love your neighbor as yourself." As my world gradually becomes more and more connected through globalization and westernization- I begin to feel more and more like neighbors with the people who have less opportunity. I would like to better understand international problems so that I may actively *[sic]* act towards the betterment of my international brothers and sisters.
2	Missionary call, making a difference, working with those who don't have the opportunities available to those in the US.
6	Help people find Christ, adventure of international travel, response to Biblical call to "GO."
11	To Advance the spread of the Christian *[sic]* Gospel through meaning full partnerships. To support the gifting of others in this process
15	I felt that it was a call. It was an opportunity to work in humanitarian aide.
25	Opportunity to serve the needs of others; providing options to meet their needs that have not been available to them in the past. Love for people in general--realizing from past experience of many years that service and friendship to others can over come cultural barriers that often exist. I value the wisdom, perspective and priorities of cultures vastly different than my own.
30	I saw a great need and few people were willing to go and do anything about it.
31	Learning of the needs of the people, I would be another pair of hands to help wherever and whenever called upon. It seems that people I know are willing to give a little money, but most are not willing to GO. The Lord has placed a burden on my heart to GO.
32	Call to serve in a multi-cultural setting.
47	Living in a rich country (Switzerland) I feel that my duty is to forward the richness I have received to other people who didn't had the same chance. I need to show other people that I take care of them with real interest for their own personality and culture. I feel loved, I am grateful for this and try to transmit also my love to the others.
54	I can make a difference because the market I am in is not mature here. I can help create institutions and products here faster and with more freedom than in my home country
55	According to the Bible, the world inside and outside my home country is in great need. God has given me the opportunity to help meet that need. I have accepted the challenge.
62	To serve the people and learn to view the world through different eyes...
68	To help others learn about God
69	1. Because I wanted to help people, change their lives. 2. Give people knowledge so that can make a difference in his/her live and make difference en society consequently decrease *[sic]* poverty. 3. Give a good opportunity to grow up in a career.

70	God called me to give my life to missions in 1974 at a campfire at Word of Life in Scroon Lake NY. I surrendered then and later at age 18 I read the book Balancing the Christian Life by Charles Ryrie. It helped me understand Romans 12:1-2 that surrendering my life to God's direction was a decision apart from my salvation decision. God directed me further on a summer missions trip of 6 weeks in Colombia and Peru. It is God's purpose for my life to call lost people to His kingdom by the power of the Holy Spirit.
76	My wife and I made the decision influenced by admiration for others who were involved in similar work and a sense of calling to make a difference where it was most needed- outside of the US.
95	I surrendered to missions when I was 12 years old and felt the leadership of the Lord in accepting each overseas assignment/task we were given. The heartbeat of my life is to share the love of Christ with those who don't know Him.
99	I have a strong sense of calling to service. I feel like this is what gives my life purpose - whether in my home country or abroad. When I had the opportunity to live and work in a developing country in the field where I have experience I felt like it would be a good fit - both professionally and an opportunity to serve.
100	I personally decided to live and work outside of my country because the need for people to know about Jesus is greater outside my home country. I felt like my own background prepared me in unique ways for working overseas. I felt called of God to the current place of work.
119	The call involved a chance to help others and broaden my family's *[sic]* exposure to a world in need of Christ. My wife and kids heartily agreed to go on an adventure and I knew people who had served at the institutions before.
126	As an evangelist, I want to minister in a country where the Gospel has not been heard so much.
129	A calling from the Lord and an opportunity to serve in a meaningful way.
151	I felt that this opportunity was a call to serve to God in a different context, dealing with different cultures and environments and providing as a family an option to growth.
152	I wanted to make an eternal difference in others lives & find true fulfillment in my own.
153	I have to answer the call or the need offered as an opportunity for me to work abroad. I like to work with people of different culture. I need to make a difference in the lives of my co-workers here. With the educational background and experience we have, we know we are more prepared to meet the challenges here than in our country.
168	Sense of calling to serve others and live/work in a cross-cultural *[sic]* environment. the adventure and challenge of living/working/raising a family abroad including great holidays. Removing ourselves from the secular culture of North *[sic]* America and all it entails.

171	From early childhood I heard stories of the work of missionaries and by the age of 6 or 7 I was role-playing that I was a missionary in Africa. I believe that Jesus is coming soon, and that increased my motivation to become a missionary. When I wrote to the church mission board offering my services they urged me to get specialized training first. I did so and was invited to got to Africa upon completion of my MA.
173	I work overseas to help the poorest of the poor - the most disadvantaged among us.
174	Want to serve others to improve their lives.
178	I was looking for something that was more fulfilling than what I was doing. Something that allowed me to help others and to work with people. I wanted to return to Africa and leave some emotional baggage and problems behind. I needed to focus on a new life and move on from the old.
188	It fulfils my spiritual and personal need to serve those less fortunate. It truly improves the lives of others. I have talents that are useful in the work I do - language, management, compassion, vision... It is a better environment to raise my children than one of materialism and pop culture
192	To grow spiritually, personally and professionally through the challenges of working in a new environment and culture. I also want to use this experience to determine what area of development I am interested in for further study. I also have a passion for helping those who are vulnerable and in need of empowerment.
194	A personal call to help people in need and an understanding that my work is part of a higher calling to restore *[sic]* people to God's image *[sic]*. I felt called to go abroad because of the more pressing needs of poorer countries. Then lately, because we have made a career living abroad it seems logical to continue living abroad.
196	I had a sense of calling that I followed. The humanitarian profession has been one that has allowed me to make a difference in the lives of people that I serve in the countries that I have lived in. It also has been a good situation, for my family in broadening our children's horizon and allowing my wife not to work.
197	God has given me a few gifts, which I am glad to use in the wider framework of the world situation. I am passionate about hurting women and children and in Africa I can do something. Work outside my home country is often more fulfilling and satisfying to me. I am concerned about the poverty of the world and wish to make a difference. I believe in the Adventist health message wholeheartedly and this is how I can support it at this stage of my life.
198	I felt a calling to do something more with my life, than simply paddle in the pond. I wanted to make *[sic]* a difference in other people's lives, and feel the personal fulfillment *[sic]* of helping someone in desperate need.
205	Because of Jesus Christ's mandate to take the Good News to all peoples of the world. Because so many people in other countries were suffering and I felt that I could make a difference.

OBY - Obey a Call

26	At first I was simply obedient to the Lord's guidance in my life. I literally had no idea where I was going when I started traveling up north into Africa - just looking for that place where I knew He wanted me. I found it. After two years I was contemplating going back home to study and make a career for myself, to marry, etc. Instead I again had no peace and went back to the mission field. Two weeks later I met my future husband. I have lived and served in Tanzania for nine years now. It has been very hard at times but it has been a learning school like I cannot explain to you. I have grown tremendously and my growth enables me to more fully reach out and help those around me. I'm sorry this is longer than it should be but I'm glad for a chance to explain why there are *[sic]* a lot of 'in-between' answers on the rating scales. We work here as volunteers, we miss our families but we are very blessed and therefore the sacrifice is worthwhile. The environment is perfect for raising children.
31	Learning of the needs of the people, I would be another pair of hands to help wherever and whenever called upon. It seems that people I know are willing to give a little money, but most are not willing to GO. The Lord has placed a burden on my heart to GO.
81	My international assignment sprang from a tangible, indisputable sense of God's calling. Accepting this call meant a complete u-turn in my life, but I knew that I would be happiest where God wanted me. After I made the decision to move forward, the sense of incredible excitement, fulfillment, and happiness that I now experience became just as much a part of the assignment as my sense of obligation.
140	As a missionary, my greatest work is to reach other people with the Gospel of Jesus Christ. The message is already easily available to anyone in the US who wants to listen and respond to the offer of God's grace. In many other places of the world, it is difficult to even hear the truth of God's Word.
153	I have to answer the call or the need offered as an opportunity for me to work abroad. I like to work with people of different culture. I need to make a difference in the lives of my co-workers here. With the educational background and experience we have, we know we are more prepared to meet the challenges here than in our country.
186	Fulfill gospel commission. Fascination with other peoples, places, cultures, geography, etc
205	Because of Jesus Christ's mandate to take the Good News to all peoples of the world. Because so many people in other countries were suffering and I felt that I could make a difference.
210	I believe I am being obedient to the command of Jesus to go into the whole world to share the Gospel message with every nation and people.

ORG - Organizational Person

11	To Advance the spread of the Christian *[sic]* Gospel through meaning full partnerships. To support the gifting of others in this process

54	I can make a difference because the market I am in is not mature here. I can help create institutions and products here faster and with more freedom than in my home country
56	A clear sense of God's leading and call in my life and my wife's life; A gaping necessity in the host culture in the areas of my formal training, life experience, and spiritual gifts; A personal sense of adventure and challenge to exercise the ability to learn and teach in a second culture.
59	Since I was young I have promised God to give my best to serve Him in whatever position and working place He assigned. After working so long in my Union / Division, I think it is better for me to have another experience outside of my Division to serve the Lord in difference community and difference people.
86	Our family of 4 was born in 3 different countries. "Home" is more of a question of convenience. I prefer to escape the moral and social decay in the US and experience "real" life in a developing country. We enjoy travel and learning about new places, languages, and cultures, as well.
148	Capacity building in preparation for a higher calling. Better environment for family to have *[sic]* a healthier *[sic]* lifestyle, and higher quality of life, in preparation for parenthood. Opportunity to network with Leaders @ higher levels with the aim of influencing decisions on policies that will affect Strategies for Advancing the work Credibility increase Opportunities for service with larger territory/scope
165	This is a critical assignment to encourage and support our soldiers who are on the front lines of defending our country and freedoms. The God of Abraham, Isaac, and Jacob called us by opening the door of opportunity to serve here.

PAY - Obligation to Pay Back

47	Living in a rich country (Switzerland) I feel that my duty is to forward the richness I have received to other people who didn't had the same chance. I need to show other people that I take care of them with real interest for their own personality and culture. I feel loved, I am grateful for this and try to transmit also my love to the others.
154	I have wanted *[sic]* to become a missionary. Being a missionary is one way to pay back what missionaries had and have done in my country.
174	Want to serve others to improve their lives.

SFL - Personal Fulfillment

25	Opportunity to serve the needs of others; providing options to meet their needs that have not been available to them in the past. Love for people in general--realizing from past experience of many years that service and friendship to others can over come cultural barriers that often exist. I value the wisdom, perspective and priorities of cultures vastly different than my own.
62	to serve the people and learn to view the world through different eyes...

81	My international assignment sprang from a tangible, indisputable sense of God's calling. Accepting this call meant a complete u-turn in my life, but I knew that I would be happiest where God wanted me. After I made the decision to move forward, the sense of incredible excitement, fulfillment, and happiness that I now experience became just as much a part of the assignment as my sense of obligation.
86	Our family of 4 was born in 3 different countries. "Home" is more of a question of convenience. I prefer to escape the moral and social decay in the US and experience "real" life in a developing country. We enjoy travel and learning about new places, languages, and cultures, as well.
103	To experience serving God and humanity in different culture. To grow professionally *[sic]* by facing new challenges. To provide opportunity for family member to experience different culture in all aspect of life.
106	More opportunities for professional development
139	More challenging and exciting. More meaningful work More rewarding
152	I wanted to make an eternal difference in others lives & find true fulfillment in my own.
167	Calling of God. For the adventure of it. To expand my ability to understand other cultures.
171	From early childhood I heard stories of the work of missionaries and by the age of 6 or 7 I was role-playing that I was a missionary in Africa. I believe that Jesus is coming soon, and that increased my motivation to become a missionary. When I wrote to the church mission board offering my services they urged me to get specialized training first. I did so and was invited to got to Africa upon completion of my MA.
175	Actually, being a missionary was one of my life's goals when I was just five years old. I spent time in the mission field as a child and always knew that I wanted to return if this was God's plan and I just always felt that it was.
178	I was looking for something that was more fulfilling than what I was doing. Something that allowed me to help others and to work with people. I wanted to return to Africa and leave some emotional baggage and problems behind. I needed to focus on a new life and move on from the old.
185	The best learning environment for me is in a Multi Cultural setting, where you can learn the culture of other people and you adapt *[sic]* to them and respect their culture. I want also for my children to experience a multicultural environment as young as possible, and i believe this will shape them to be a person that will respect other people.
188	It fulfils my spiritual and personal need to serve those less fortunate. It truly improves the lives of others. I have talents that are useful in the work I do - language, management, compassion, and vision *[sic]*... It is a better environment to raise my children than one of materialism and pop culture
189	Opportunity arose to fulfill a dream I have had for all of my life, with the support of my wife and family I have decided to do this work.

192	To grow spiritually, personally and professionally through the challenges of working in a new environment and culture. I also want to use this experience to determine what area of development I am interested in for further study. I also have a passion for helping those who are vulnerable and in need of empowerment.
197	God has given me a few gifts which I am glad to use in the wider framework of the world situation. I am passionate about hurting women and children and in Africa I can do something. Work outside my home country is often more fulfilling and satisfying to me. I am concerned about the poverty of the world and wish to make a difference. I believe in the Adventist health message wholeheartedly and this is how I can support it at this stage of my life.
198	I felt a calling to do something more with my life, than simply paddle in the pond. I wanted to make *[sic]* a difference in other people's lives, and feel the personal fulfillment *[sic]* of helping someone in desperate need.
208	I know that God has called me to be here--to share His love with others that don't know about Him. Also being where He wants me provides the most fulfillment for me in this world.
26	At first I was simply obedient to the Lord's guidance in my life. I literally had no idea where I was going when I started traveling up north into Africa - just looking for that place where I knew He wanted me. I found it. After two years I was contemplating going back home to study and make a career for myself, to marry, etc. Instead I again had no peace and went back to the mission field. Two weeks later I met my future husband. I have lived and served in Tanzania for nine years now. It has been very hard at times but it has been a learning school like I cannot explain to you. I have grown tremendously and my growth enables me to more fully reach out and help those around me. I'm sorry this is longer than it should be but I'm glad for a chance to explain why there are *[sic]* a lot of 'in-between' answers on the rating scales. We work here as volunteers, we miss our families but we are very blessed and therefore the sacrifice is worthwhile. The environment is perfect for raising children.

SUP - Family Supporting

27	I was called to operate abroad, even it was well accepted by my family, this was a decision to answer to a call, not a personal choice.
45	I received a call and felt I could answer it. My wife was willing to go. I thought that with God's help I could fulfill the expectations.
69	1. Because I wanted to help people, change their lives. 2. Give people knowledge so that can make a difference in his/her live and make difference en society consequently decrease *[sic]* poverty. 3. Give a good opportunity to grow up in a career.
189	Opportunity arose to fulfill a dream I have had for all of my life, with the support of my wife and family I have decided to do this work.

Group 2: Self-Directed Careerist

ID	Open Ended Response to Question: "In three or four sentences, explain the chief reasons for your personal decision to live and work outside your home country."

ADV - Adventure

48	When my husband graduated from college, he had a hard time finding work, so by going abroad, we now both are employed. The financial benefits of the program *[sic]* played into our decision because we have student loans to pay off. We also are excited about living in another culture (together-we've both had individual experiences) and about the chance to travel in this area of the world. The job is a great combination of two of my passions: teaching and summer camp.
78	To see the cultures and traditions of other people in different countries. Learn from the outside world to improve my own innate values. Career development Learn other languages
184	I had been in my previous job for three years and the opportunity to work in a culture very different to mine was appealing.

ALN - Proactive Alignment

79	One of the reasons I chose my profession is that it is greatly needed internationally in 3rd world countries *[sic]*. After my training, I then felt like my goals in life wouldn't be met if I didn't go internationally. I feared how I'd feel later in life if I hadn't gone.
190	We consider this as a Divine call. The work is not merely an organization work. It is a deeply personal relationship with the Divine. We believe in the Divine providence in our lives and it has been proved to be the true & the right path to follow.

CAR - Career Expatriate

3	I grew up in another country and learned to love the international aspects. There are needs outside of my home country (USA) which I may have the opportunity of meeting and making a difference in the life of others and their training to advance the needs of the people and the goals of mission. Its an important way to raise family so they too will have an international perspective to life. In some ways it is almost true that living outside of my home country is more comfortable than within the home country -- though I feel like I can live in both places.
34	I grew up as a TCK and enjoy living "elsewhere", so I always considered this option as one of my favorites. When I met my husband, he had accepted an assignment abroad and it did fit in my conception of life. I followed him (I had been working abroad for a while myself before that). Now, I will be leaving my own "work assignment" to concentrate on family, but I don't mind remaining abroad while my husband goes on with his assignment.
78	To see the cultures and traditions of other people in different countries. Learn from the outside world to improve my own innate values. Career development Learn other languages

157	Initially it was for the experience of living and working abroad, in terms of career development. Additionally, the desire to live and work abroad has always been a dream of mine and this job was an opportunity to fulfill that. Also, I have a desire to work in the development field so taking an international position *[sic]* was a general requirement.

ESC - Escape & Avoidance

48	When my husband graduated from college, he had a hard time finding work, so by going abroad, we now both are employed. The financial benefits of the program *[sic]* played into our decision because we have student loans to pay off. We also are excited about living in another culture (together-we've both had individual experiences) and about the chance to travel in this area of the world. The job is a great combination of two of my passions: teaching and summer camp.

FAM - Family Environment

3	I grew up in another country and learned to love the international aspects. There are needs outside of my home country (USA) which I may have the opportunity of meeting and making a difference in the life of others and their training to advance the needs of the people and the goals of mission. Its an important way to raise family so they too will have an international perspective to life. In some ways it is almost true that living outside of my home country is more comfortable than within the home country -- though I feel like I can live in both places.
8	To have the opportunity to know different cultures, places, to learn languages *[sic]*. To grow and develop our lives through this experience. To save money. To show our children how other people live and make *[sic]* them know foreign countries.
12	A fulfilling opportunity to contribute positively to peoples' lives and improve myself and family at the same time
183	To experience other culture and to professionally grow in an international setting as well as the family's welfare in mind.

FIN - Financial Benefits

8	To have the opportunity to know different cultures, places, to learn languages *[sic]*. To grow and develop our lives through this experience. To save money. To show our children how other people live and make *[sic]* them know foreign countries.
48	When my husband graduated from college, he had a hard time finding work, so by going abroad, we now both are employed. The financial benefits of the program *[sic]* played into our decision because we have student loans to pay off. We also are excited about living in another culture (together-we've both had individual experiences) and about the chance to travel in this area of the world. The job is a great combination of two of my passions: teaching and summer camp.

FOL - Follow a Calling

132	I feel that God has called me to work abroad. For me, it is a chance to represent Him -- to be His hands & feet. Almost equally as important is the feeling/knowledge that we have so much in the US, that we owe something to those who have less -- often by no fault of their own.
216	We believe it was God's next step in His plan *[sic]* for our family.

HLP - Call to Service

3	I grew up in another country and learned to love the international aspects. There are needs outside of my home country (USA) which I may have the opportunity of meeting and making a difference in the life of others and their training to advance the needs of the people and the goals of mission. Its an important way to raise family so they too will have an international perspective to life. In some ways it is almost true that living outside of my home country is more comfortable than within the home country -- though I feel like I can live in both places.
12	A fulfilling opportunity to contribute positively to peoples' lives and improve myself and family at the same time
35	I have opportunity to be a help for people from many nations, and at the same time I learn a lot from them. This help me to see things in broader perspectives than if I work in a local place.
79	One of the reasons I chose my profession is that it is greatly needed internationally in 3rd world countries *[sic]*. After my training, I then felt like my goals in life wouldn't be met if I didn't go internationally. I feared how I'd feel later in life if I hadn't gone.

IND - Indispensable

150	I love to share what i know to cross-culture society. I am filling a gap that no other person can fill at the moment i was called to go on international work. I am willing to train another person to take over after my term is finished.

OBY - Obey a Call

102	The Bible says to go into all the world and preach the gospel to all nations. People who have never had a chance to hear about the message in God's Word need a chance to hear/read it. People are dying and going to hell because they do not have a personal relationship with Jesus Christ.
138	I believe God called me to be here, to make an impact to the people that we are reaching out. Regardless *[sic]* of financial support, for as long as God is working in our lives and He wants us to be here, we will stay.

ORG - Organizational Person

190	We consider this as a Divine call. The work is not merely an organization work. It is a deeply personal relationship with the Divine. We believe in the Divine providence in our lives and it has been proved to be the true & the right path to follow.

PAY - Obligation to Pay Back

132	I feel that God has called me to work abroad. For me, it is a chance to represent Him -- to be His hands & feet. Almost equally as important is the feeling/knowledge that we have so much in the US, that we owe something to those who have less -- often by no fault of their own.

SFL - Personal Fulfillment

8	To have the opportunity to know different cultures, places, to learn languages *[sic]*. To grow and develop our lives through this experience. To save money. To show our children how other people live and make *[sic]* them know foreign countries.
12	A fulfilling opportunity to contribute positively to peoples' lives and improve myself and family at the same time
35	I have opportunity to be a help for people from many nations, and at the same time I learn a lot from them. This help me to see things in broader perspectives than if I work in a local place.
39	It gives one challenges and opportunities that may not be presented in the comforts of living in one's own home country.
78	To see the cultures and traditions of other people in different countries. Learn from the outside world to improve my own innate values Career development Learn other languages
157	Initially it was for the experience of living and working abroad, in terms of career development. Additionally, the desire to live and work abroad has always been a dream of mine and this job was an opportunity to fulfill that. Also, I have a desire to work in the development field so taking an international position *[sic]* was a general requirement.
183	To experience other culture and to professionally grow in an international setting as well as the family's welfare in mind.

SUP - Family Supporting

10	I live and work abroad because my husband is employed by the Lutheran Church. It was my own decision to accompany *[sic]* him, but I do not consider his employer/organization as mine. This is why I did not answer the last questions - I am not working for my husband's organization and I do not automatically identify with it. I found my own job at our destination and I do not regret coming here.
34	I grew up as a TCK and enjoy living "elsewhere", so I always considered this option as one of my favorites. When I met my husband, he had accepted an assignment abroad and it did fit in my conception of life. I followed him (I had been working abroad for a while myself before that). Now, I will be leaving my own "work assignment" to concentrate on family, but I don't mind remaining abroad while my husband goes on with his assignment.
150	I love to share what I *[sic]* know to cross-culture society. I am filling a gap that no other person can fill at the moment I *[sic]* was called to go on international work. I am willing to train another person to take over after my term is finished.

Group 3: Controlled Motivated Soldier

ID	Open Ended Response to Question: "In three or four sentences, explain the chief reasons for your personal decision to live and work outside your home country."

ADV - Adventure

90	The desire to be used by God in a place where the need was much greater that in the US.

ALN - Proactive Alignment

155	Called by God to meet a need that I felt I could meet. I was available, capable, and *[sic]* ready I had made a promise to go.

ASP - Aspire

118	A deep sense of God's personal direction. God provided this opportunity and I go where He leads me.

FOL - Follow a Calling

105	My husband received a direct calling from God for this assignment. There's no question about that. As I prayed and studied, the Lord encouraged me in the same direction. I have spent much of my life in countries other than my own so that was not an issue for me. There was a huge need here and we were able to come be a part of fulfilling that need. Our friends and family also saw the need and encouraged us when they learned of our decision to move in this direction.
118	A deep sense of God's personal direction. God provided this opportunity and I go where He leads me.
180	Initially it was my idea to go overseas. However I soon found I am not suited to overseas living. I don't learn languages, I get frustrated with the nationals, and *[sic]* I dislike the lack of infrastructure in developing countries. I have grown spiritually, administratively though, living overseas and for that I am grateful.

HLP - Call to Service

90	the desire to be used by God in a place where the need was much greater that in the US.
105	My husband received a direct calling from God for this assignment. There's no question about that. As I prayed and studied, the Lord encouraged me in the same direction. I have spent much of my life in countries other than my own so that was not an issue for me. There was a huge need here and we were able to come be a part of fulfilling that need. Our friends and family also saw the need and encouraged us when they learned of our decision to move in this direction.
180	Initially it was my idea to go overseas. However I soon found I am not suited to overseas living. I don't learn languages, I get frustrated with the nationals, I dislike the lack of infrastructure in developing countries. I have grown spiritually, administratively though, living overseas and for that I am grateful.
187	To make a meaningful contribution in a country where it was necessary to speak English. *[sic]* To work in a country *[sic]* close to the home country.
222	To serve God I live out there. There's no substitute *[sic]* to doing God's will and that for me is to do mission in other places than my own place.

OBY - Obey a Call

120	I enjoy what I am doing and I will answer to God's call to work anywhere he requires me to go.
144	I am a spouse of the person called. I did not want to leave my home country. But I felt God moving within me to go . . . . so with many tears I come to the country in which we are now living. Socially and financially I was much better off in my home country.
155	Called by God to meet a need that I felt I could meet. I was available, capable, and *[sic]* ready I had made a promise to go.
180	Initially it was my idea to go overseas. However I soon found I am not suited to overseas living. I don't learn languages, I get frustrated with the nationals, I dislike the lack of infrastructure in developing countries. I have grown spiritually, administratively though, living overseas and for that I am grateful.
215	I had a strong sense of being called. I had not desire to go before I went but now I love being there doing the work. Though I dreaded to go it has been wonderful. I went purely as an act of obedience.
222	To serve God I live out there. There's no substitute *[sic]* to doing God's will and that for me is to do mission in other places than my own place.

SFL - Personal Fulfillment

120	I enjoy what I am doing and I will answer to God's call to work anywhere he requires me to go.

SUP - Family Supporting

83	As spouse, I follow husband's assignment
105	My husband received a direct calling from God for this assignment. There's no question about that. As I prayed and studied, the Lord encouraged me in the same direction. I have spent much of my life in countries other than my own so that was not an issue for me. There was a huge need here and we were able to come be a part of fulfilling that need. Our friends and family also saw the need and encouraged us when they learned of our decision to move in this direction.

Group 4: Organizationally Entrenched Worker

ID	Open Ended Response to Question: "In three or four sentences, explain the chief reasons for your personal decision to live and work outside your home country."

ADV - Adventure

40	Having finished university and graduate school and looking for a job at a difficult *[sic]* moment, it seemed *[sic]* like a good time to fulfill desire for adventuresome *[sic]* couple of years doing a job that would help others.

181	When my husband and I were called and accepted to work in the mission field we did not know of the financial benefits involved. A pastor told us that there was need of us to replace a missionary that was leaving Niger and we gladly accepted the challenge, knowing that it didn't come by chance, but by decision of the LORD who had guided things to go that way.

ALN - Proactive Alignment

16	Growing up I felt the call of the Lord to serve Him as a missionary pilot. That call never wavered and the Lord supplied all that I needed to complete school and training debt free. As a result I was able to go to the mission field within a couple years of graduating from college.
57	I chose to live and work outside my home country because of a deep desire that the work I do should contribute to the well-being (both physical and spiritual) of others. The job I was in did not provide that and the international assignment did.
61	1) The need for my work was exponentially greater outside the US than within the US. 2) God arranged a perfect fit between sending organization, my interests and abilities and the local foreign need.
65	I wanted to serve God and I was open to either in home country or out and believe that God led me to where I am now. I came on a summer team and it just felt like the right fit for me. I was searching for where God wanted me and I had peace with this decision.
107	I am a born again Christian who feels that all the world needs to hear of salvation that only comes through Christ Jesus. Knowing this, I decided to go overseas and tell people who have never heard. There are far too few people doing what they know needs to be done.
117	I believe God has specifically called me to do what I do. He gave me life experiences that equipped for my present assignment and I look forward to going to work everyday.
130	I am in an area that no one really wants to go to. It is not easy. There is no electricity *[sic]* or running *[sic]* water. It is hard, hot and challenging *[sic]*. I feel like God meant it when he says every ear has to hear so I want to work where I do not feel like every ear is hearing. These people are still into witch doctors. I want to show them there is hope in Jesus and I want to see them in Heaven.
147	I believe Gad Called me to present the Gospel to people that had the least opportunity of knowing. I found an organization that did just that and so I came with them.
156	I feel God has called me to be a missionary in Africa. At 10 years old, the Holy Spirit impressed on my heart to return to Africa and work with orphans. We are the directors of an orphanage at this time, which is a fulfillment of the call God placed on my life many years ago.
169	My wife and myself believe that we are following God's command to spread the Gospel to all the world. I believe that as a professional pilot my organization was a good fit for my skills and God's command.
172	A sense of call. Understanding that it is a good opportunity *[sic]* for broadening one's experience and development.

CAL - Generic Call

29	God's call is the most important reason for me to move or stay in any place.
43	God's call - God's call - God's call
96	Primary reason: A sense of the call of God. There were other collateral reasons that focused on a particular location.

CAR - Career Expatriate

163	I have always planned to live and work outside my country as a missionary. So, for me it wasn't a question of IF I would work internationally, but WHERE.

ESC - Escape & Avoidance

21	Receiving and feeling a call to serve. Sensing a need to move on after several years in another organization also outside of my home country.
40	Having finished university and graduate school and looking for a job at a difficult *[sic]* moment, it seemed *[sic]* like a good time to fulfill desire for adventuresome *[sic]* couple of years doing a job that would help others.
63	When I was a preteen, I realized that there are others in the world who have no opportunity to hear of God's love. I decided through the prompting of the Holy Spirit that I wanted to make a difference in the world and share that Good News with other.

FAM - Family Environment

161	The call of Christ on my life and my family's life to do what we are doing.

FOL - Follow a Calling

16	Growing up I felt the call of the Lord to serve Him as a missionary pilot. That call never wavered and the Lord supplied all that I needed to complete school and training debt free. As a result I was able to go to the mission field within a couple years of graduating from college.
58	To help others know the truth
65	I wanted to serve God and I was open to either in home country or out and believe that God led me to where I am now. I came on a summer team and it just felt like the right fit for me. I was searching for where God wanted me and I had peace with this decision.
75	I feel it was a call from God. What I can do to help people is a fulfillment *[sic]* on my life
117	I believe God has specifically called me to do what I do. He gave me life experiences that equipped for my present assignment and I look forward to going to work everyday.
128	I was called of GOD to bring the Gospel to the children of the Philippines and Asia. The Gospel as recorded in 1Cor. 15:1-4, “Moreover, brethren, I declare unto you the gospel which I preached unto you, which also ye have received, and wherein ye stand; By which also ye are saved, if ye keep in memory what I preached unto you, unless ye have believed in vain. For I delivered unto you first of all that which I also received, how that Christ died for our sins according to the scriptures; And that he was buried, and that he rose again the third day according to the scriptures”

135	I have chosen to go an live and work abroad because of a call of God on my life to do so, for others to hear the gospel. It is not necessarily the life I would have chosen for myself before. But once God makes His call clear, we have a choice to follow His perfect will for us, or turn away from it. Turning away from God's perfect will certainly qualifies a person for less than the best He has for them. I chose to follow God's perfect will for my life because I believe strongly that where He calls, He also provides and blesses - therefore I am choosing the best thing for myself and my family by following God's will for us.
142	To fulfill a previous commitment.
161	The call of Christ on my life and my family's life to do what we are doing.
221	It is part of my life as a Christian to follow where God leads. This is where God has lead us clearly.

HLP - Call to Service

21	Receiving and feeling a call to serve. Sensing a need to move on after several years in another organization also outside of my home country.
37	I feel I was called to a mission, help needy *[sic]* people to live better.
40	Having finished university and graduate school and looking for a job at a difficult *[sic]* moment, it seemed *[sic]* like a good time to fulfill desire for adventuresome *[sic]* couple of years doing a job that would help others.
43	God's call - God's call - God's call
57	I chose to live and work outside my home country because of a deep desire that the work I do should contribute to the well-being (both physical and spiritual) of others. The job I was in did not provide that and the international assignment did.
58	To help others know the truth
61	1) The need for my work was exponentially greater outside the US than within the US. 2) God arranged a perfect fit between sending organization, my interests and abilities and the local foreign need.
63	When I was a preteen, I realized that there are others in the world who have no opportunity to hear of God's love. I decided through the prompting of the Holy Spirit that I wanted to make a difference in the world and share that Good News with other.
75	I feel it was a call from God. What I can do to help people is a fulfillment *[sic]* on my life
96	Primary reason: A sense of the call of God. There were other collateral reasons that focused on a particular location.
97	To give people who have never had an opportunity to hear about Christ an opportunity to do so.
97	To give people who have never had an opportunity to hear about Christ an opportunity to do so.
124	I want to train leaders, pastors and missionaries in Nigeria *[sic]*. Partly to help supply missionaries who can go to places effectively and do a better job than an American could do. Especially in countries where American missionaries are not welcome. We also want to help heal wounds from trauma.

160	I work international to carry out the "call" in the Scripture to GO! The going then is in the context of the international community. Because of my past experience I believe I am able to give help to the younger and needy folks we are serving.
211	My chief reasons for the personal decision to live and work outside my home country are obedience to "the great commission" and to get God's good news out to difficult to reach people to whom no one else has the desire to serve.

IND - Indispensable

130	I am in an area that no one really wants to go to. It is not easy. There is no electricity *[sic]* or running *[sic]* water. It is hard, hot and challenging *[sic]*. I feel like God meant it when he says every ear has to hear so I want to work where I do not feel like every ear is hearing. These people are still into witch doctors. I want to show them there is hope in Jesus and I want to see them in Heaven.
211	My chief reasons for the personal decision to live and work outside my home country are obedience to "the great commission" and to get God's good news out to difficult to reach people to whom no one else has the desire to serve.

OBY - Obey a Call

128	I was called of GOD to bring the Gospel to the children of the Philippines and Asia. The Gospel as recorded in 1Cor. 15:1-4 “Moreover, brethren, I declare unto you the gospel which I preached unto you, which also ye have received, and wherein ye stand; By which also ye are saved, if ye keep in memory what I preached unto you, unless ye have believed in vain. For I delivered unto you first of all that which I also received, how that Christ died for our sins according to the scriptures; And that he was buried, and that he rose again the third day according to the scriptures”
142	To fulfill a previous commitment.
160	I work international to carry out the "call" in the Scripture to GO! The going then is in the context of the international community. Because of my past experience I believe i am able to give help to the younger and needy folks we are serving.
169	My wife and myself believe that we are following God's command to spread the Gospel to all the world. I believe that as a professional pilot my organization was a good fit for my skills and God's command.
211	My chief reasons for the personal decision to live and work outside my home country are obedience to "the great commission" and to get God's good news out to difficult to reach people to whom no one else has the desire to serve.

ORG - Organizational Person

181	When my husband and I were called and accepted to work in the mission field we did not know of the financial benefits involved. A pastor told us that there was need of us to replace a missionary that was leaving Niger and we gladly accepted the challenge, knowing that it didn't come by chance, but by decision of the LORD who had guided things to go that way.
204	I feel that my job within the organization is an important part of what God is doing in history.

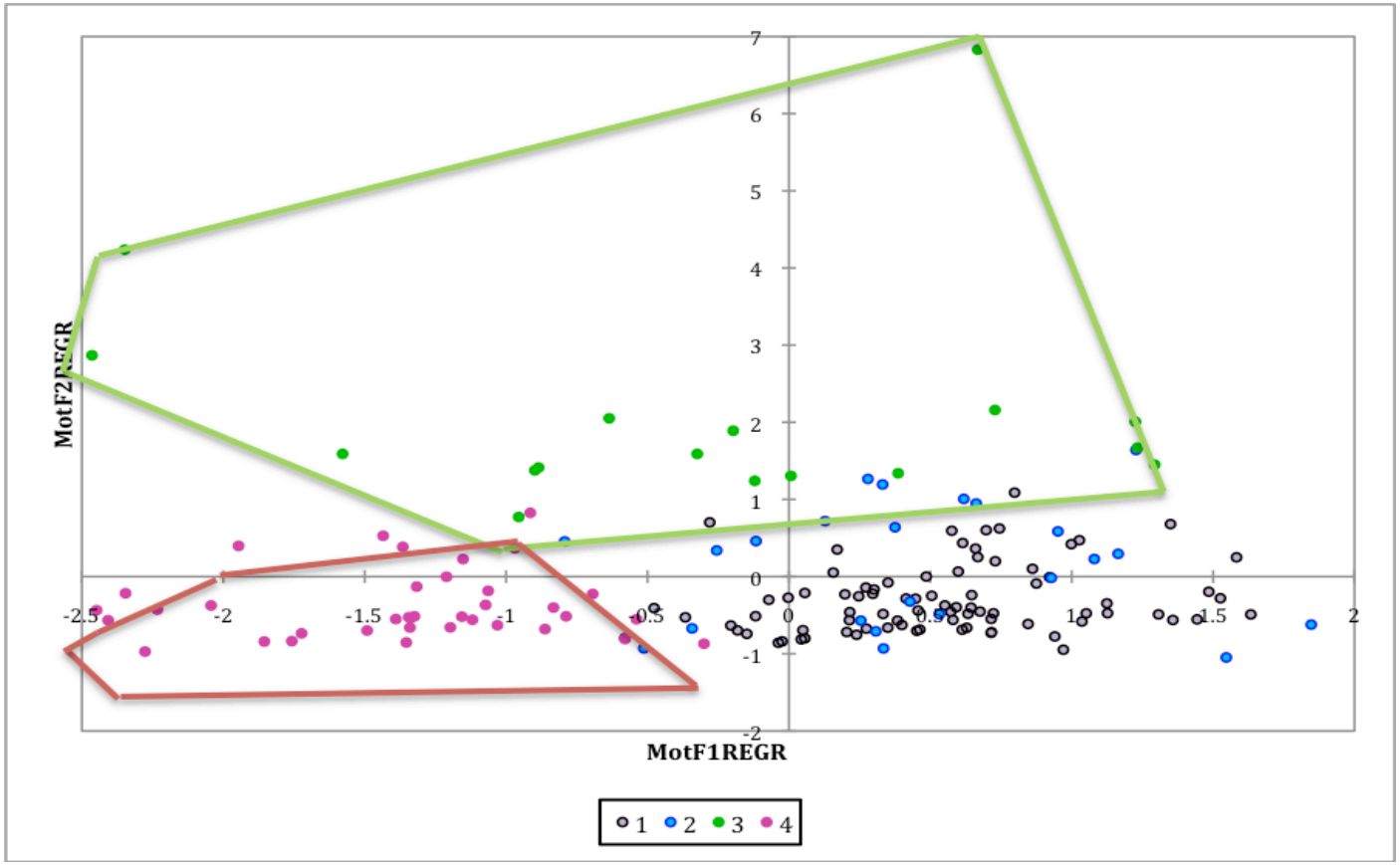
SFL - Personal Fulfillment

172	A sense of call. Understanding that it is a good opportunity *[sic]* for broadening one's experience and development.

SUP - Family Supporting

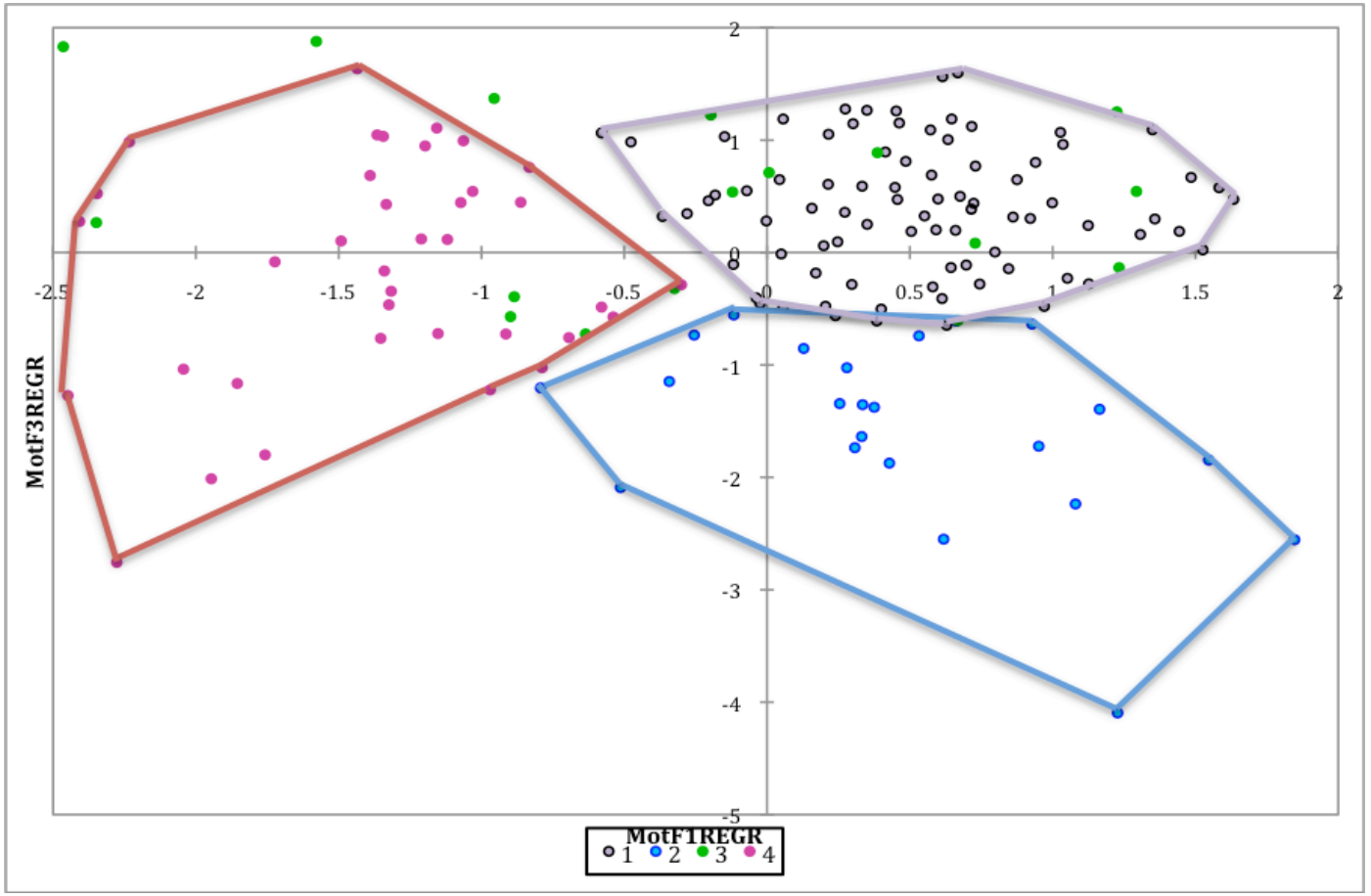
147	I believe Gad Called me to present the Gospel to people that had the least opportunity of knowing. I found an organization that did just that and so I came with them.

Appendix F – Cluster Scatter Diagrams



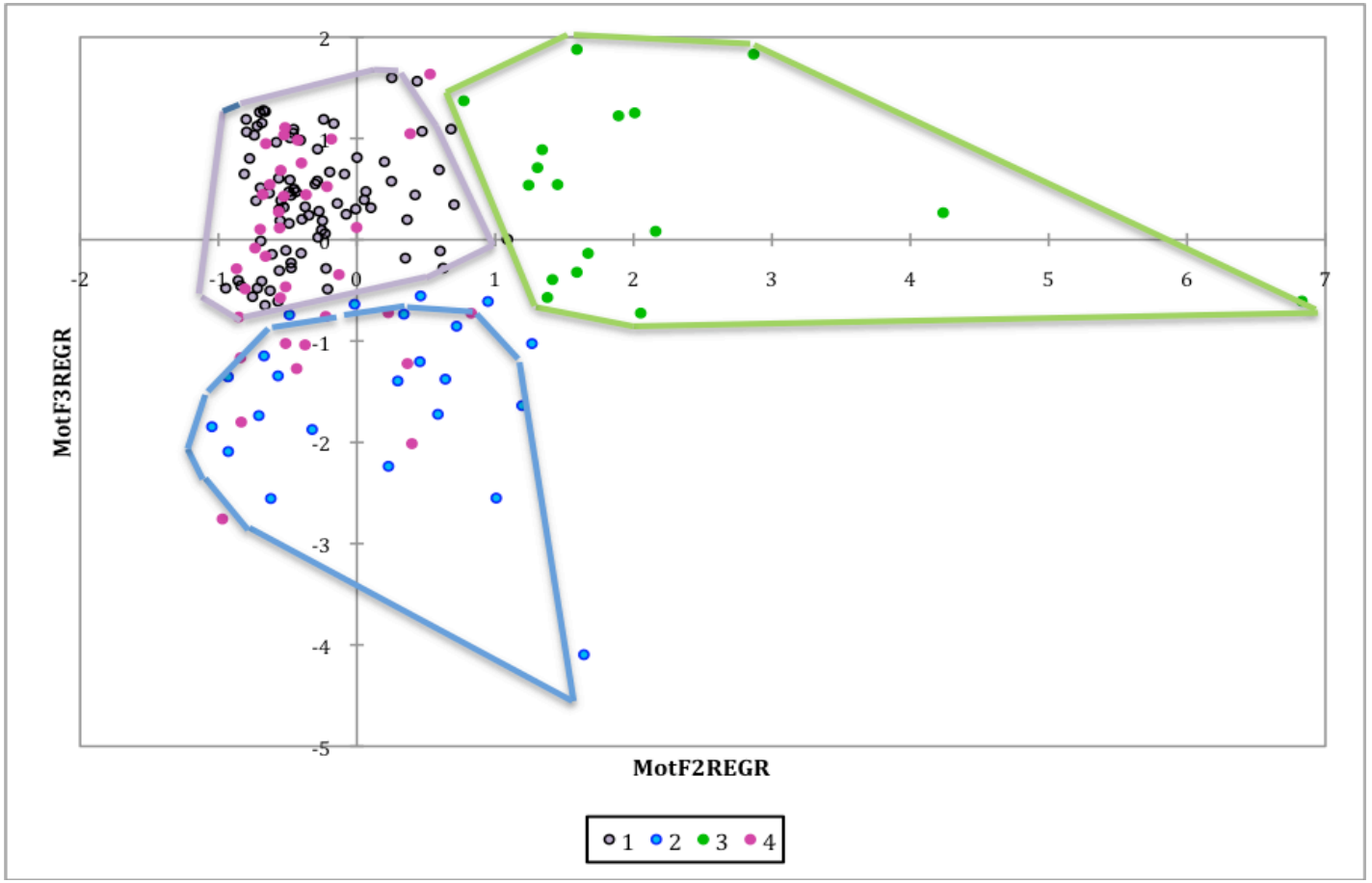
Note. Numbers 1 to 4 represent the four clusters where Cluster 1 = Caring Internationalist, Cluster 2 = Self-Directed Careerist, Cluster 3 = Obedient Soldier, and Cluster 4 = Movement-Immersed Worker. The axis in this three dimensional graph represent the standardized scores of the three SDT motivation factors where MotF1REGR = International Cross-Cultural Experience, MotF2REGR = Extrinsic Motivation, and MotF3REGR = Altruistic Motivation.

Figure 7. Scatter diagram of four clusters with International Experience factor on x-axis and Extrinsic Motivation factor on y-axis.



Note. Numbers 1 to 4 represent the four clusters where Cluster 1 = Caring Internationalist, Cluster 2 = Self-Directed Careerist, Cluster 3 = Obedient Soldier, and Cluster 4 = Movement-Immersed Worker. The axis in this three dimensional graph represent the standardized scores of the three SDT motivation factors where MotF1REGR = International Cross-Cultural Experience, MotF2REGR = Extrinsic Motivation, and MotF3REGR = Altruistic Motivation.

Figure 8. Scatter diagram of four clusters with International Experience factor on x-axis and Altruism factor on y-axis.



Note. Numbers 1 to 4 represent the four clusters where Cluster 1 = Caring Internationalist, Cluster 2 = Self-Directed Careerist, Cluster 3 = Obedient Soldier, and Cluster 4 = Movement-Immersed Worker. The axis in this three dimensional graph represent the standardized scores of the three SDT motivation factors where MotF1REGR = International Cross-Cultural Experience, MotF2REGR = Extrinsic Motivation, and MotF3REGR = Altruistic Motivation.

Figure 9. Scatter diagram of four clusters with Extrinsic Motivation factor on x-axis and Altruism factor on y-axis.

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